



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NASIONAL CERTIFICATE
AUGUST EXAMINATION
SUPERVISORY MANAGEMENT N4**

6 August 2014

The marking guideline consists of 6 pages.

QUESTION 1

- 1.1
- Train your people, counsel and coach them, so that they may take over more and more of the technical work.
 - When you perform planning and controlling work, try to get the people who will carry out the plans and exercise the control to do as much as possible of the work.
 - This will ensure a high degree of participation, so that people have a feeling of ownership and will strive to make their plans succeed.
 - In doing so, they are also taking the monkey off your back. (4)
- 1.2
- Dissatisfaction amongst personnel
 - Work impoverishment takes place
 - Interest in work declines
 - Rising costs as opposed to lower productivity
 - A high personnel-turnover occurs
 - Decision-making time lengthens (6)

[10]**QUESTION 2**

- 2.1
- Identify the critical factors (money, customer demands, old or new product, et cetera) that will influence the end result.
 - Gather enough information to know what happened in the past and why it happened.
 - Arrange your assumptions from the 'worst case', 'best case' and 'most likely' options. (After a good brainstorming session).
 - Communicate the progress at regular planning meetings – people will want to know what became of the ideas they contributed.
 - Prepare for adaption in case your forecasting diverges from the reality. (5)
- 2.2
- | | |
|-------|-------|
| 2.2.1 | False |
| 2.2.2 | True |
| 2.2.3 | True |
| 2.2.4 | False |
| 2.2.5 | False |

(5)
[10]

QUESTION 3

- 3.1
- Principle of goals.
 - Principle of specialisation.
 - Principle of span of control.
 - Principle of management accentuation. (4)
- 3.2
- The nature of the work that must be done, in other words, the variety as well as the intricateness thereof.
 - The area over which the subordinates are spread, in other words, how far they are placed from one another.
 - The supervisor himself, in other words, does he have the ability to lead, to inform and to control people.
 - The type of subordinates that the supervisor must control, are they qualified, disciplined, et cetera? Fully qualified subordinates, for instance, require less supervision and to a great extent, this relieves the work load of the supervisor. (4)
- 3.3
- Authority is vested in one person and staff only receive instructions from the head and report back to him.
 - One person is in control of a particular task or instruction.
 - Lines of authority are clear and each person's task is clearly outlined as well as the responsibilities of each. (Any 2 × 1) (2)
- [10]**

QUESTION 4

- 4.1
- 4.1.1
- The supervisor or leader should diagnose the situation and
 - The various ways of acting. (2)
- 4.1.2
- The work managers supervisors perform
 - To reach the conclusions and judgement
 - Necessary for people to act, (3)
- 4.2
- 4.2.1 information
- 4.2.2 objectives
- 4.2.3 functioning
- 4.2.4 people
- 4.2.5 co-ordination
- (5 × 1) (5)

- 4.3
- recognition
 - status
 - affiliation
 - esteem
 - inclusion
 - pride of accomplishment
 - control of own work
 - challenge
 - opportunity to contribute
 - forms of power
- (Enige 5 × 1) (5)
[15]

QUESTION 5

- 5.1
- **The principle of critical few** ✓
'In any given group of occurrences, a small number of causes tend to give rise to the largest proportion of results' ✓
 - **The principle of point of control.** ✓
'The greatest potential for control tends to exist at the point where the action takes place' ✓
 - **The principle of self-control.** ✓
'Self-control tends to be the most effective control.' ✓
- (3 × 2) (6)
- 5.2
- Establishment of standards
 - Collect data to measure performance
 - Compare results with standards (evaluation)
 - Take corrective action
- (4 × 1) (4)
[10]

QUESTION 6

- 6.1 material
- 6.2 demonstrates
- 6.3 corrections
- 6.4 permits
- 6.5 actual
- 6.6 accomplishment
- 6.7 cheaper
- 6.8 short
- 6.9 theory
- 6.10 classroom
- (10 × 1) [10]

QUESTION 7

- 7.1
- This involves simply a fixed rate of pay by the hour for a defined and agreed standard of daily performance.
 - Work measurement is used to establish the time standards for each job.
 - Provided that the worker meets the targets set, he is guaranteed a regular weekly wage; if he fails consistently to reach the required standard, the worker is transferred to a less demanding job at a lower rate of pay.
 - There is no incentive to exceed the predetermined level of output.
 - Thus the workers on measured daywork system can either 'spin the work out', as the day wears on, or cease work altogether when they have done their quota for a day.

(5)

- 7.2
- With the influence of scientific management, management began to look for 'more efficient' methods of working and offered to pay, not what had been agreed upon as the price for the job,
 - but what was a 'fair' price based on some technique such as work study or time measurement.
 - We can now not only fix a rate per piece, but an acceptable rate of production also.
 - This 'acceptable rate' is called the 'standard time' and attracts a 'base rate payment'.
 - This plan is essentially the same as piecework with a guaranteed minimum, with the exception of the fact that the standard is expressed in time instead of money.

(5)
[10]**QUESTION 8**

This is money down the drain for any of the following reasons:

- Damaged parts and materials that must be scrapped or reworked.
- The time and effort of redoing poor work.
- The cost of warranties that presume errors will be made that must be corrected later; and
- The cost of handling customer complaints.

Corrective quality is by far the most costly approach to quality problems (2 – 10%) of sales revenue.

[5]

QUESTION 9

9.1 A grievance can be defined as:

- Any aspect of the work with which the workers is unhappy.
- Or in respect of which he feels that he is being offended.
- This grievance is brought to the notice of management.

A grievance procedure is merely the procedure:

- Which a worker must follow in order to bring his grievances to the notice of management.

(5)

- 9.2
- | | |
|-------|--------------|
| 9.2.1 | supervisor |
| 9.2.2 | act |
| 9.2.3 | shortcomings |
| 9.2.4 | misconduct |
| 9.2.5 | punishment |

(5 × 1)

(5)

[10]**QUESTION 10**

- 10.1
- Plant housekeeping means a place for everything and
 - Everything in its place all the time.

(2)

- 10.2
- It cuts down the time spent looking for goods, articles and tools.
 - Space is saved when everything is stacked away tidily.
 - Injuries are avoided when gangways and working areas are kept clear of superfluous materials.
 - Fire hazards are reduced if combustible materials are kept in proper receptacles.

(4)

- 10.3
- Engineering revision
 - Education and training
 - Employment practices
 - Example setting
 - Enthusiasm
 - Enforcement

(Any 4 × 1)

(4)

[10]**TOTAL: 100**