

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4
TIME: 3 HOURS
MARKS: 100**

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions.
 2. Read ALL the questions carefully.
 3. Start each question on a NEW page.
 4. Number the answers according to the numbering system used in this question paper.
 5. Keep subsections of questions together
 6. Write neatly and legibly.
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QUESTION 1: THE SUPERVISOR

- 1.1 The executive should spend about 80% of working time doing management work. Even at the first supervisory level, 40% of the time should be spent on management work.

With the temptation in mind to perform too much technical work, how can you best build a productive team? (4)

- 1.2 When the natural leader does not change his/her natural leadership style, problems or symptoms may occur.

State the SIX problems or symptoms that could occur. (6)

[10]

QUESTION 2: PLANNING

- 2.1 It is generally accepted that forecasting is an art, not a science, and it is difficult to predict the state of the economy, or an organisation's probable situation, with a great degree of accuracy in the future. However the better the forecasting, the better the plans will be.

State FIVE steps to be taken when forecasting.

(5 × 1)

(5)

- 2.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (2.2.1–2.2.5) in the ANSWER BOOK.

2.2.1 Planning is not an intellectual activity.

2.2.2 Planning reduces the chances of overlapping.

2.2.3 Research shows that companies that decrease their personnel take longer to re-establish their position in a competitive market if the economy should later recover.

2.2.4 The amount of attention that is devoted to a specific task need not correspond with the size and complexity of the specific task or objective to be attained.

2.2.5 People tend to oppose change if the change is gradual.

(5 × 1)

(5)

[10]

QUESTION 3: ORGANISING

- 3.1 Organising is a management function which deals with arranging activities and resources by allotting duties, responsibilities and authority to people, and the determination of relationships between them to promote collaboration and to achieve the objectives of the undertaking as effectively as possible (Van der Westhuizen, 1991:162).

Name the FOUR Principles that form the core of organising. (4)

- 3.2 A supervisor should supervise only as many people as he can control. The maximum number of subordinates over whom a supervisor can supervise, depends on four factors.

Name these FOUR factors. (4)

- 3.3 Line organisation is the simple structure and foresees the basic framework from where other types of structures can be build.

State TWO characteristics of a line organisation. (2)
[10]

QUESTION 4: LEADING

- 4.1 Decision making is regarded by many researchers as the most important management action. It involves mainly choosing between various alternatives.

4.1.1 What must a supervisor do before making a decision? (2)

4.1.2 Define *decision making* according to Allen. (3)

- 4.2 Complete the following sentences by filling in the missing word(s). Write only the word(s) next to the question number (4.2.1–4.2.5) in the ANSWER BOOK.

The purpose of communication is to:

4.2.1 Ensure flow of ... by conveying messages.

4.2.2 Publicise planning and ...

4.2.3 Ensure effective ... of the organisation.

4.2.4 Inform ... about what should be done and how it should be done as well as when it should be done, in order to ensure effective delegation.

4.2.5 Ensure the effective ... of various tasks. (5 × 1) (5)

- 4.3 Most modern working environments satisfy the basic needs of their workers, because there are minimum wage laws, generally good working conditions, ever-increasing benefit packages and legal protection against injustices. There is an agreement that psychological needs are the most fertile ground for any motivational effort.

Name the other FIVE psychological needs. (5 × 1) (5)
[15]

QUESTION 5: CONTROLLING

- 5.1 Name and explain the THREE principles of controlling. (3 × 2) (6)

- 5.2 The control process follows four sequential steps.

Name the FOUR steps in their correct sequence. (4 × 1) (4)
[10]

QUESTION 6: TRAINING

Complete the following paragraph by filling in the missing word. Write only the missing word(s) next to the question number (6.1–6.10) in your ANSWER BOOK.

In on-the-job training the instructor (supervisor or a designated experienced non-supervising employee) must break down the (6.1) ... to be learnt into meaningful packages and present them to the employee in a systematic sequence.

The instructor (6.2) ... the work self and carefully guides and observes the trainee as he/she performs the work. (6.3) ... will be given as required.

On-the-job training has the following advantages:

It (6.4) ... the trainee to learn on the (6.5) ... equipment and in the environment of the job. There is actual feeling of (6.6) ... because the trainee produces useful products. It is (6.7) ... for the employer, because only a few get the training. Knowledge and skills can be learnt in a relatively (6.8) ... time. A great depth of (6.9) ... can be acquired as compared to a (6.10) ... situation. (10 × 1) [10]

QUESTION 7: FINANCIAL COMPENSATION

Explain the following types of incentive pay plans:

- 7.1 Measured daywork system
- 7.2 Standard time plan

(5 × 2) [10]

QUESTION 8: QUALITY CONTROL

Quality is a measure of the degree to which a process, product, or service conforms to the requirements that have been established for it. Billions of rands are lost to poor quality.

Explain the *corrective type of costs*.

[5]

QUESTION 9: LABOUR RELATIONS AND DISCIPLINARY CODES

- 9.1 Workers in any organisation perform a variety of tasks and work under different circumstances. It is therefore difficult to satisfy all workers in such circumstances, or to keep them satisfied.

Distinguish between a *grievance* and the *grievance procedure*.

(5)

- 9.2 Complete the following paragraph by filling in the missing word(s). Write only the missing word(s) next to the question number (9.2.1–9.2.5) in the ANSWER BOOK.

The application of discipline is a fundamental (9.2.1) ... and management responsibility. It can rightly be required of supervisors and managers to develop the necessary knowledge and skills, in order to accomplish this important management function effectively. The right to exercise discipline however, does not authorise management to (9.2.2) ... unfairly, inconsistently, or arbitrarily. Moreover, the purpose of discipline is not to punish a worker, but to help a worker to overcome (9.2.3) ... with respect to behaviour or work achievement. Only when attempts to reach this are not successful, or when (9.2.4) ... is so serious that it cannot reasonably be expected of an employer to retain an employee, (9.2.5) ... is considered.

(5)
[10]

QUESTION 10: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING

- 10.1 What is plant housekeeping? (2)
 - 10.2 Why is housekeeping important and desirable. (4)
 - 10.3 Give FOUR basic methods that a supervisor or employer could use to prevent accidents. (4)
- TOTAL: 100**

[10]

ENGINEERING