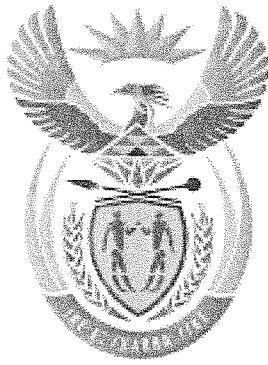


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

T1740(E)(N25)T
NOVEMBER EXAMINATION
NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4

(4110504)

25 November 2013 (X-Paper)
09:00–12:00

Calculators may not be used.

This question paper consists of 7 pages.

**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. Start each question on a NEW page.
 3. Read ALL the questions carefully.
 4. Number the answers according to the numbering system used in this question paper.
 5. Write neatly and legibly.
-

QUESTION 1: THE SUPERVISOR

- 1.1 The job of supervision is so demanding that higher management tends to look for super people to fill the role. Most firms, however, do establish a set of criteria/qualities against which supervisory candidates are judged.

State the FIVE most sought-after qualities that one would look for in a candidate for a supervisor's position.

(5)

- 1.2 As a result of previous successes as technical specialist, a fellow supervisor in your department tends to carry on doing the same technical work he did as a technical specialist.

What type of leader would you say he is and name FOUR other characteristics he would typically display?

(5)
[10]**QUESTION 2: PLANNING**

- 2.1 Complete the following sentences by filling in the missing word(s). Write only the word(s) next to the question number (2.1.1–2.1.3) in the ANSWER BOOK.

'Planning is an intellectual (2.1.1) ... It involves thought processes by means of which future activity is pre-enacted to achieve certain (2.1.2) ... '(Van der Westhuizen, 1997:138)

According to Allen (1964:109) 'planning is the work a manager does to master the future, to (2.1.3) ... a course of action!'

(3 x 1) (3)

- 2.2 Planning can be regarded as one of the most important tasks of a supervisor, and it forms the basis of all other management tasks. How well these other management tasks are carried out, will depend on the quality of the planning process.

Give SEVEN reasons why planning is so important.

(7)
[10]

QUESTION 3: ORGANISATION

- 3.1 Principle of goals implies that the organisational structure of the organisation, and specifically each department and section, must be constituted (put together) in such a manner that the goals will still be attained in the most economical manner.

What FIVE obligations do you, as supervisor, have with regard to the principle of objectives?

(5)

- 3.2 Complete the following sentences by filling in the missing word(s). Write only the word(s) next to the question number (3.2.1–3.2.5) in the ANSWER BOOK.

'Defining and streamlining your organisation structure will help you get the most work done with the fewest people at the least cost, with the greatest satisfaction to the people doing the work. More specifically, here is what you can expect to achieve:

- 3.2.1 To ensure that all the important work necessary to achieve your ... will be done.
- 3.2.2 To divide the work ... so that teams can work effectively without barriers.
- 3.2.3 To encourage teamwork by minimising ... and duplication of effort.
- 3.2.4 To ensure people have balanced and ... workloads that give them opportunity to grow in scope and competence.
- 3.2.5 To identify and define career ... for which people can qualify by planned experience and training.

(5 x 1)

(5)
[10]**QUESTION 4: LEADING**

- 4.1 You have planned to manufacture 3 000 brass bushes a week; at 16:00 on the first Friday you discover that only 2 900 bushes have been made, clearly a shortfall in manufacturing of 100 bushes has occurred.

State the EIGHT steps in correct sequence that you would follow in a systematic approach to solving the above problem.

(8)

- 4.2 You become aware of the fact that most of your workers simply do the bare minimum to keep their jobs to earn a living.

This is a sign of ...

(1)

- 4.3 Describe any THREE principles that you would apply to rectify the situation described in QUESTION 4.2.

(6)
[15]

QUESTION 5: CONTROLLING

Choose a description from COLUMN B that matches a description in COLUMN A. Write only the letter (A–E) next to the question number (5.1 – 5.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
5.1	In any given group of occurrences, a small number of causes	A	be the most effective control' (Allen, 1989:20-5)
5.2	The greatest potential for control tends to	B	tend to give rise to the largest proportion of results
5.3	Self-control tends to	C	exist at the point where the action takes place
5.4	Direct control is achieved by means of personal discussions and observations	D	by means of oral or written reports
5.5	Indirect control is done	E	where the actual situation is observed and evaluated and can immediately be corrected

(5 x 2)

[10]

QUESTION 6: LABOUR RELATIONS

6.1 Any organisation has a number of workers who perform many tasks and who work under various circumstances. Therefore, it is difficult to satisfy all the workers in such circumstances, or to keep them satisfied. Management must therefore be aware of this and be prepared for workers who have grievances, or who can develop grievances.

Discuss the purpose of a grievance procedure

(5)

6.2 A dismissal in which all the conditions of fairness and lawfulness have been met, would generally be regarded as fair.

Draw a simple diagram which illustrates this.

(5)

[10]

QUESTION 7: TRAINING

Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (7.1–7.10) in the ANSWER BOOK.

- 7.1 Classroom instruction is most useful when concepts, attitude, theories, and problem-solving abilities are learned.
- 7.2 Employees will not learn without being trained.
- 7.3 The only dependable way of training is structured and systematic.
- 7.4 Education is the organised procedure by which people learn knowledge and/or skills for a definite purpose.
- 7.5 Training is often not distinguished from education.
- 7.6 The purpose of education and training is to develop the individual.
- 7.7 Education is considered to be formal in a school, college, or university.
- 7.8 Skill is information that can be learned from reading, listening to an expert, or from keen observation.
- 7.9 Skill is a combination of relevant knowledge and physical abilities.
- 7.10 In on-the-job-training the instructor demonstrates the work himself and carefully guides and observes the trainee as he/she performs the work.

(10 x 1) [10]

QUESTION 8: FINANCIAL COMPENSATION

Complete the following sentences/paragraph(s) by filling in the missing phrases. Write only the phrase(s) next to the question number (8.1–8.5) in the ANSWER BOOK.

- 8.1 Measured day work: This involves simply a fixed rate of pay by the hour for ...
- 8.2 Piecework: Under this system/plan workers are paid a fixed amount for each item produced in an industrial or manufacturing situation ...
- 8.3 Standard time plan: This plan is essentially the same as piecework with a guaranteed minimum ...
- 8.4 Profit sharing: This involves setting aside part ...
- 8.5 Bonus schemes: Whatever bonus scheme is chosen, its two major aims should be...

(5 x 2) [10]

QUESTION 9: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING

Industrial housekeeping means a place for everything and everything in its place all the time.

What is the effect of good housekeeping on staff?

[10]

QUESTION 10: QUALITY CONTROL

Every activity of an organisation contributes to the quality of its products or services, and does not rest on the shoulders of one person or even a single department.

State FIVE guidelines that should govern any supervisor's approach to a responsibility for quality.

[5]

TOTAL: 100