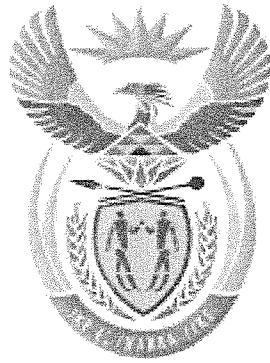
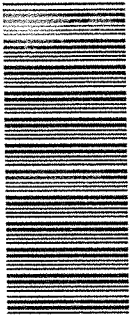


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

T1560(E)(N27)T
NOVEMBER EXAMINATION

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

(4110504)

27 November 2014 (Y-Paper)
13:00–16:00

Calculators may NOT be used.

This question paper consists of 8 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. Read ALL the questions carefully.
 3. Number the answers according to the numbering system used in this question paper.
 4. Start each question on a NEW page.
 5. Keep subsections of questions together.
 6. Write neatly and legibly.
-

QUESTION 1: THE SUPERVISOR

1.1 Generally supervisors spend too much time on technical work and not enough time on management work. This leads to the so-called management gap.

Draw a chart representing the amount of time the different persons in the different management levels should spend on management work and on technical work.

(5)

1.2 Discuss the question: 'Are good leaders born or made?'

(5)
[10]

QUESTION 2: PLANNING

2.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (2.1.1–2.1.5) in the ANSWER BOOK.

2.1.1 Future events are usually the outcome of the future and past occurrences.

2.1.2 Economic factors, as well as political, social and technological influences at work, tend to take place gradually over the long term.

2.1.3 Goals, are specific, narrower and are usually formulated over the long term.

2.1.4 A standard is a specific performance goal that a product, a service, a machine, an individual or an organisation is expected to meet.

2.1.5 Within any group a small number of persons are often responsible for the least results (work), while a small number of persons within the same group are often responsible for the most mistakes/problems.

(5 x 1) (5)

2.2 When is 'end point scheduling' used?

(1)

2.3 In order to determine realistic times for the execution (performance) of each step, one can make use of a technique known as the 'mini-max' technique.

Briefly describe this technique.

(4)
[10]

QUESTION 3: ORGANISING

- 3.1 An organisation could be simply described as a specific structure, a framework which makes provision for the pursuit of certain common goals by people who find themselves in a relative position to one another.

Name THREE types of organisational structures. (3)

- 3.2 We define delegation as the work a supervisor must do to entrust others with responsibility, authority and to create accountability for results.

Give SEVEN requirements for effective delegation. (7)
[10]

QUESTION 4: LEADING

- 4.1 4.1.1 Describe the term *problem*. (2)

- 4.1.2 Which THREE questions must be asked when establishing the cause of a problem in a manufacturing environment? (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.

To accomplish improved communication, an effort should be made to create (4.2.1) ...

Use simple (4.2.2) ... and words which the audience usually use, and give an explanatory example.

The more people there are through whom a message has to pass, the (4.2.3) ... the danger that the message will be distorted

We tend to think with our (4.2.4) ...

The more an idea is put to use, the better it tends to be (4.2.5) ... and remembered. (5 x 1) (5)

4.3 Choose a description from COLUMN B that matches a/an word/item in COLUMN A. Write only the letter (A–E) next to the question number (4.3.1–4.3.5) in the ANSWER BOOK.

| COLUMN A | | COLUMN B |
|----------|-----------------|--|
| 4.3.1 | Satisfaction | <p>A having an employee on a routine, repetitive job, move from one routine job to another, and back again, every few hours a days, has been found in some instances to relieve boredom and monotony</p> <p>B expands a job vertically by adding higher-skill activities and by delegating greater authority</p> <p>C to extend the boundaries of a job by adding different tasks at the same level of expertise</p> <p>D this requires an appropriate job structure in terms of content, function and relationships</p> <p>E this comes from truly motivating factors such as interesting and challenging work, utilisation of one's capabilities, opportunities to do something meaningful, recognition of achievement and responsibility for one's own work</p> |
| 4.3.2 | Job enlargement | |
| 4.3.3 | Job enrichment | |
| 4.3.4 | Job rotation | |
| 4.3.5 | Job design | |

(5 x 1)

(5)
[15]

QUESTION 5: CONTROLLING

Supervisors should look for key places (make-or-break points) in their operations and then focus most of their attention on these areas.

Describe THREE places where control can be applied.

[10]

QUESTION 6: TRAINING

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

Classroom methods

Classroom instruction is most useful when (6.1) ... attitude, theories, and problem-solving abilities must be learnt. There are certain aspects of nearly all jobs that can be learned better in the classroom than on the job. Lecture and talks are some of the principal (6.2) ... instruction techniques.

The trainer delivers a (6.3) ... address on a given topic, and is presumed to possess a considerable depth of (6.4) ... of the subject at hand. The principal virtue of the lecture method is that it can be used for very (6.5) ... groups, and thus the cost per trainee is low.

However, the limitations of this method may outweigh its advantages:

- The learners are (6.6) ...
- It violates the principle of learning by (6.7) ...
- There's a one-way (6.8) ...
- There is no (6.9) ... from the audience.
- Sometimes it is difficult to hold the full (6.10) ... of all the listeners for a sustained period.

[10]

QUESTION 7: FINANCIAL COMPENSATION

7.1 Describe the word *service* in the context of financial compensation. (2)

7.2 Probably never before has the question of wages and salaries been so much in everyone's mind.

Name and describe FOUR major purposes of a wage and salary program. (8)

[10]

QUESTION 8: QUALITY CONTROL

Quality is generally understood to be a measure of the degree to which a process, product or service conforms to the requirements that have been established for it.

Describe FIVE points to be kept in mind by the supervisor when checking for quality. [5]

QUESTION 9: LABOUR RELATIONS

- 9.1 Choose a description from COLUMN B that matches an item in COLUMN A. Write only the letter (A–E) next to the question number (9.1.1–9.1.5) in the ANSWER BOOK.

| COLUMN A | | COLUMN B | |
|----------|--|----------|---|
| 9.1.1 | The employee should... | A | if the grievance remains unresolved, to declare a dispute |
| 9.1.2 | Management, at the various levels, should... | B | wherever possible, be handled by line management, but staff, in the form of the personnel department, may act in an advisory capacity |
| 9.1.3 | Time limits should... | C | be granted the opportunity to bring his/her grievance, albeit in stages, to the attention of top management |
| 9.1.4 | The employee has the right... | D | be established for each stage of the procedure |
| 9.1.5 | Grievances should... | E | give careful consideration to the grievance and make genuine attempts to resolve it |

(5 x 1)

(5)

- 9.2 Discipline can be described as an action, on the part of the authority in control of a social system, which is aimed at stopping the trespasser's behaviour.

Describe the FIVE aims of a disciplinary procedure.

(5)

[10]

QUESTION 10: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING

10.1 The term *loss-control* itself suggests the big picture (of people, equipment, material and environment) that management must consider in order to approach problems.

Name FIVE aspects that total loss-control are concerned with. (5)

10.2 Indicate whether the following are unsafe ACTS or CONDITIONS. Choose the answer and write only 'act' or 'condition' next the question number (10.2.1–10.2.5) in the ANSWER BOOK.

10.2.1 Order or bad planning

10.2.2 Working without authority

10.2.3 Working at unsafe speeds

10.2.4 No guard

10.2.5 Arranging or placing objects unsafely

(5 x 1) (5)
[10]

TOTAL: 100

