



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
NOVEMBER EXAMINATION
SUPERVISORY MANAGEMENT N5**

18 NOVEMBER 2016

This marking guideline consists of 6 pages.

QUESTION 1

- 1.1 False
- 1.2 True
- 1.3 True
- 1.4 True
- 1.5 False
- 1.6 False
- 1.7 True
- 1.8 True
- 1.9 True
- 1.10 False

(10 × 1) [10]

QUESTION 2: MANAGEMENT AS A SCIENCE

Henry Fayol: He concentrates on the managing director downwards. ✓ He was an engineer and later a mine manager. He realised that the problem of personnel and its management ✓ at all levels was the key to industrial success. ✓ He tried to apply a 'scientific method' to this problem. ✓ He was convinced that management was a common activity in all concerns ✓ and distinguished six activities in industrial concerns. ✓ Furthermore he gives attention to fourteen principles ✓ which are acknowledged as universally applicable guidelines for carrying out the management process. ✓

[5]

QUESTION 3: ORGANISATIONAL STRUCTURE

Principle of flexibility: Provision should be made for building flexibility into all structural devices, techniques and other environmental factors ✓ in anticipating and reacting to change. ✓ Every enterprise moves towards its goal in a changing environment, ✓ both external and internal. ✓ The enterprise that develops inflexibilities, whether these are resistance to change or too complicated procedures, ✓ is risking inability to meet the challenges of economic, technical, political and social change. ✓

[5]

QUESTION 4: EMPLOYMENT OF PEOPLE

- Analysing and evaluating environmental influences
- Political trends and legislation
- Economic conditions such as competition, inflation and unemployment level
- Local population trends – will they provide a sufficiently large workforce
- Social trends in leisure time, consumer tastes and retirement
- Technological advances
- Identification of the values and aspirations of directors and executives
- Identification and evaluation of the internal strengths and weaknesses of the organisation
- Creating specific enterprise objectives
- Projecting outputs of the planning process

[10]**QUESTION 5: TRAINING BOARDS IN INDUSTRY**

Modular training: A module is a small measure of quantity, ✓ a unit of size, used in standardised planning and design of components: a self-contained unit is a standard unit in a set course forming a unit in an educational system. ✓ (Or) A module could be described as a special kind of teaching/learning unit. ✓ It is a self-contained piece of knowledge with disciplinary characteristics – hence the qualification of clear delineation and a definite focus. It is not a loosely-gathered unit. ✓

Curriculum: A course made up of a series of self-contained units of work. ✓ Some modular sources let students pick and mix from a variety of independent units which they can study in any order. ✓ Others only allow a module to be taken if the subject or related one has already been studied at a lower level. ✓

[5]**QUESTION 6: REPORT**

Company/Department	(½)
Addressed to: Manager	(½)
Re/About: Production loss and request for generator	(1)
Instruction: Explanation of production loss as a result of load shedding	(1)
Procedure: How the supervisor come to this conclusion	(2)
Finding: How the generator will solve the problem	(2)
Summary: Brief explanation that the cost of the generator will be recovered within a certain time as load shedding will remain	(2)
Conclusion: Any additional motivation for request, for example loss of customers	(1)
Recommendation: Explain urgency of request	(1)
Sign/Supervisor	(½)
Date:	(½)

[12]

QUESTION 7: TIME MANAGEMENT

- 7.1 This is not to advocate snap judgments, but it's a fact that 85% of the problems that face you aren't worth more than a few minutes of your time. So learn to say 'yes' or 'no' or 'I will' or 'I won't'. Employees and associates like working with decisive people✓ – even when they aren't right all the time. Few things save time like a decisive answer – time saved for you and your employees.✓ (2)
- 7.2 Routine work: Checking time sheets, answering mail and handling normal paper work
 Regular job duties: Important ones of supervising, training, controlling and appraising
 Special assignments: Serving on committees or assisting on special projects
 Creative work: Developing new methods to improve your department's quality or productivity (4 × 2) (8)
- [10]**

QUESTION 8: QUALITY

- 8.1 A quality circle is a study group of volunteers✓ (5–15 people sitting around a table) who meet on a regular basis to examine and suggest solutions to common problems of quality.✓ It is the bringing together of the people who are directly involved in the system for the purpose of identifying, for rectification, the obstacles/problems✓ that block good quality and error-free performance.✓ (4)
- 8.2
- A steering committee
 - Facilitator/Co-ordinator
 - The leader
 - The members
- (4)
- 8.3
- Group dynamic processes
 - Problem-solving techniques
- (2)
- [10]**

QUESTION 9: IMPROVING PRODUCTION

- 9.1 Production means making it possible to increase the process of getting ✓ out more than you put in ✓ /increasing quantity ✓ without compromising on quality and making a profit. ✓
(Candidate must show an understanding of the concept in the response) (2)
- 9.2 9.2.1 Plant and equipment – up to date and well maintained equipment
- 9.2.2 Raw materials – quality of raw materials and continuity and accessibility
- 9.3.3 Motivation – ensure that employees have access to/training in/workshops on any programs that will create/improve/maintain motivation
- 9.2.4 Training – ensure that the employees have training in the use of new and advanced/up-to-date information and training on machinery and power machines
(4 × 2) (8)
[10]

QUESTION 10: LOSS CONTROL

- 10.1
- Safer plant environment
 - Fewer serious injuries
 - Reduced production delays
 - Equipment value awareness
 - Reduced operating costs
- (5)
- 10.2
- Suitability for controlling the type of fire which might be anticipated
 - Adequacy of the capacity and number of the extinguishers selected
 - Proper distribution of extinguishers to provide prompt access and use
 - Establishment of an effective maintenance program
 - Training programs so that personnel are able to use them effectively if needed
- (5)
[10]

QUESTION 11: GRIEVANCES

- The employee should be granted the opportunity to bring his/her grievance, albeit in stages, to the attention of management.
- He/She should be permitted representation, if so desired.
- Management, at various levels, should give careful consideration to the grievance and make genuine attempts to resolve it.
- Time limits should be established for each stage of the procedure.
- The grievance will not be resolved until the employee declares himself/herself satisfied
- The employee has the right, if the grievance remains unresolved, to declare a dispute.
- Grievances should, wherever possible, be handled by line management, but staff from the personnel department may act in an advisory capacity.

[7]**QUESTION 12: OCCUPATIONAL HEALTH AND SAFETY**

To provide for the health and safety✓ of persons at work✓ and for the health and safety of persons in connection with the use of plant and machinery;✓ the protection✓ of persons other than✓ persons at work against hazards to health and safety✓ arising out of or in connection with the activities of persons at work; ✓ to establish an advisory council for occupational health and safety✓ and to provide for matters connected therewith.✓

(Any 6 × 1)

[6]**TOTAL: 100**