higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

(4110504)

22 November 2024 (X-paper)
09:00–12:00

This question paper consists of 7 pages.

086Q1E2422

Copyright reserved

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. Use only a black or blue pen.
5. Write neatly and legibly.

Copyright reserved

QUESTION 1: INTRODUCTION TO SUPERVISION

Supervisors have duties and responsibilities that are expected of them.

Explain the following responsibilities the supervisor must attend to with regard to:

1.1 Production (4)

1.2 Maintenance (3)

1.3 Methods of improvement (3)
[10]

QUESTION 2: PLANNING

2.1 Explain briefly the THREE steps in the 'mini-max' scheduling technique to determine realistic times for the execution of each step. (3)

2.2 Explain when is starting point scheduling used. (2)

2.3 Give FIVE reasons why planning is important. (5)
[10]

QUESTION 3: ORGANISING

3.1 Organising means arranging activities and resources by allocating duties, responsibilities and authority to people and promoting teamwork.

Explain THREE characteristics of organising. (3)

3.2 Write down FOUR major characteristics of a formal organisation. (4)

3.3 The supervisor may assign work to others.

Explain what work a supervisor may not delegate. (3)
[10]

Copyright reserved

QUESTION 4: LEADING AND MOTIVATION

4.1 Choose a description from COLUMN B that matches a statement in COLUMN A. Write only the letter (A–D) next to the question number (4.1.1–4.1.4) in the ANSWER BOOK

COLUMN A		COLUMN B	
4.1.1	Identifying the problem	A	planning the actions to start solving the problem
4.1.2	Collecting relevant information	B	using information systems and consulting relevant people
4.1.3	Determining alternative solutions	C	getting to the core of a problem by using figures and various symptoms and finding the cause
4.1.4	Planning of implementation	D	using creative energy to find probable solutions used for similar problems

(4 × 1) (4)

4.2 Purposeful and effective planning depends on effective decision-making to achieve the aims of the organisation.

Explain the relationship between problem-solving and decision making. (5)

4.3 If we want to motivate employees we must focus our attention on their jobs, and provide a programme of job enlargement and job enrichment.

How would you enlarge and enrich the job of a demotivated employee in your division? (6)

[15]

QUESTION 5: CONTROL

5.1 Name and explain the THREE types of organisational control. (3 × 2) (6)

5.2 Explain FOUR sequential steps of how the control process will be applied. (4)

[10]

QUESTION 6: TRAINING

6.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (6.1.1–6.1.5) in the ANSWER BOOK.

6.1.1 Classroom instruction is most useful when concepts, attitudes, theories, and problem-solving abilities are learned.

6.1.2 Employees will not learn without being trained.

6.1.3 The only dependable way of training is structured and systematic.

6.1.4 High employee turnover may indicate a need for training.

6.1.5 Training is often not distinguished from education.

(5 × 1) (5)

6.2 Mention FIVE topics regarding employee orientation content, that the supervisor should cover with a new worker in his/her department. (5)
[10]

QUESTION 7: FINANCIAL COMPENSATION

7.1 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–E) next to the question number (7.1.1–7.1.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
7.1.1	Paid leave	A	overtime, weekend and holiday work, shift differentials
7.1.2	Piecework	B	in any event, dividends are paid on the shares: the employee is now a shareholder and has a stake in the company's future
7.1.3	Service program	C	under this system/plan worker are paid a fixed amount for each item produced in an industrial or manufacturing situation, regardless of the time taken to do the work
7.1.4	Profit-sharing	D	holidays, vacations, personal business leave, military service allowance, et cetera
7.1.5	Premium payment	E	social and recreational programs, such as parties, picnics, sports facilities, et cetera are wholly or partially financed by the employer

(5 × 1) (5)

7.2 Explain FIVE reasons why a company would offer benefits like pension, life insurance and service programs to employees. (5)

[10]

QUESTION 8: QUALITY CONTROL

Explain FIVE possible reasons why workers make mistakes. **[5]**

QUESTION 9: LABOUR RELATIONS

9.1 State which of the following situations would be regarded as substantively unfair or procedurally unfair reasons for unfair dismissal by writing only 'Substantively unfair' or 'Procedurally unfair' next to the question number (9.1.1–9.1.5) in the ANSWER BOOK.

9.1.1 The dismissed employee was not informed of the rule he/she broke.

9.1.2 The sanction imposed on the employee is inconsistent with the treatment of other employees who committed the same or an equal offence.

9.1.3 There is no clear reason for the dismissal of the employee.

9.1.4 The employee was unaware of the nature of his/her offence.

9.1.5 The employee was not allowed to state his/her case.

(5 × 1) (5)

9.2 Explain FIVE objectives of a disciplinary procedure. (5)
[10]

QUESTION 10: LOSS CONTROL

10.1 State which of the following are unsafe ACTS or unsafe CONDITIONS by writing only 'Act' or 'Condition' next to the question number (10.1.1–10.1.5) in the ANSWER BOOK.

10.1.1 Overcrowding in the workplace

10.1.2 Working at unsafe speeds

10.1.3 Poor lighting in the workshop.

10.1.4 Working without proper PPE

10.1 5 Adjusting or working on moving equipment

(5 × 1) (5)

10.2 Loss control involves people, equipment, material and the environment.

Name FIVE aspects with which total loss control is concerned. (5)
[10]

TOTAL: 100

Copyright reserved