higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

24 November 2023

This marking guideline consists of 6 pages.

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QUESTION 1

1.1
- Planning
- Organising
- Staffing
- Activating/directing
- Controlling (5)

1.2
- Dissatisfaction among personnel or constant grievance procedures and disciplinary actions
- Work impoverishment takes place
- Interest in work declines/lack of motivation
- Quality of work declines
- Rise in accidents because good housekeeping practices will fail
- Rising costs and lower productivity
- A high personnel turnover occurs
- Decision-making time lengthens (Any 5 × 1) (5)

[10]

QUESTION 2

2.1
2.1.1 Targets
2.1.2 Planning
2.1.3 Methods/ways
2.1.4 Organisational/company
2.1.5 Rules/instructions

(5 × 1) (5)

2.2
- Identify the problem
- Collect relevant information
- Establish the cause of the problem
- Determine alternative solutions
- Evaluate the pros and cons of the alternatives
- Choose the solution you think is best
- Plan implementation
- Evaluate progress and results (Any 5 × 1) (5)

[10]

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QUESTION 3

3.1
- Avoids confusion and duplication of work
- Saves time because time management can be implemented
- Creates the correct division of labour
- Allows the best selection of employees for a task/project
- Defines lines of communication (who will report to whom)
- More effective communication because of a line of authority
- Optimal use of available resources such as materials and equipment
- Delegation can be implemented more effectively (enough time)
- Clarifies authority and responsibility
- Establishes a sense of security (no chaos)
- Increased motivation as all know what is expected of them (Any 5 × 1) (5)

3.2
- Supervisors must know their subordinates' qualifications.
- They must trust their subordinates fully.
- Their subordinates must be constantly lead by desire.
- They must appreciate subordinates who do their work well or better than they themselves can.
- They must train their subordinates to be efficient and effective. (Any 5 × 1) (5)

[10]

QUESTION 4

4.1
- To ensure the flow of information by conveying messages.
- To publicise planning and objectives.
- To ensure effective functioning of the organisation.
- To ensure effective delegation.
- To ensure the effective coordination of various tasks.
- To bring about a mutual contract between people and tasks.
- To facilitate guiding.
- To ensure an effective control structure. (Any 5 × 1) (5)

4.2
4.2.1 Understanding/Comprehension
4.2.2 Language/English
4.2.3 Greater/More
4.2.4 Emotions/Feelings
4.2.5 Understood/Grasped

(5 × 1) (5)

4.3
4.3.1 C
4.3.2 B
4.3.3 E
4.3.4 A
4.3.5 D

(5 × 1) (5)

[15]

QUESTION 5

5.1
- To ensure that employees are at work on time.
- To ensure that materials are not wasted or stolen.
- To ensure that people do not exceed their authority.
- To guide production goals and quality standards.
- To realise planning.
- To evaluate planning.
- To establish a correlation between actual and planned activities.
- To make necessary adjustments. (Any 6 × 1) (6)

5.2
- Establishing standards
- Collecting data to measure performance
- Comparing results with standards (evaluation)
- Taking corrective action (4)

[10]

QUESTION 6

6.1
- A newly appointed employee must feel wanted and needed.
- Preparations must start in good time by informing existing employees of the new employee.
- The need for the new appointment must be explained to prevent suspicion or resentment.
- The new employee must be informed about the nature of his/her duties.
- New employees must be presented to their colleagues.
- New employees must be told what will be expected of them in terms of performance and conduct.
- New employees should be informed about payment, promotion and benefits.
- New employees must be shown their work area and facilities. (Any 5 × 1) (5)

6.2
- Trainees learn on the actual equipment in the job environment.
- The feeling of accomplishment because trainees believe that they make useful products.
- Cost-effective for the employer because only a few employees are trained.
- Knowledge can be acquired and skills can be learned in a relatively short time.
- A better knowledge of theory can be acquired compared the knowledge acquired in a classroom. (5)

[10]

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QUESTION 7

7.1
- Adds at least 10% to a basic wage.
- Is easily understood by the workforce.
- Relates to the measured effort.
- Considers any special skills required or unusual working conditions
- Money is paid into employees' bank accounts as soon as possible. (5)

7.2
- Company cars
- Pension schemes
- Sick pay/leave
- Housing assistance
- Low-interest loans
- Discount purchases (Any 5 × 1) (5)

[10]

QUESTION 8

8.1 C
8.2 A
8.3 D
8.4 E
8.5 B **[5]**

QUESTION 9

9.1
- To listen to the evidence concerning the alleged breach of discipline.
- To reach a verdict that is as fair and as balanced as possible, given the evidence.
- To get a clear picture of the accused's disciplinary history.
- To get the worker to accept responsibility for modifying his/her unacceptable behaviour by passing an appropriate sentence.
- To prevent a recurrence of the incorrect behaviour or practices and/or decide whether any managerial or worker action could prevent a recurrence. (5)

9.2
- The purpose of a grievance procedure is to address workers' grievances.
- The purpose of a grievance procedure can also be defined as an effort to maintain (preserve) and promote or
- restore good relations.
- To prevent worker grievances from accumulating and their becoming angry.
- To clear the air by informing management about the grievances. (5)

[10]

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QUESTION 10

10.1
- Good housekeeping improves the working environment.
- A neat environment means pleasant working conditions.
- It inspires workers to strive after greater efficiency.
- Good housekeeping results in increased production.
- An orderly arrangement results in good accident records.
- Reflection on competent management and efficient workmanship.
- Housekeeping includes cleanliness and orderliness.
- Cleanliness usually requires clean-up work, but orderliness requires the application of management skills.
- A supervisor will motivate his team towards improved efficiency of operations.
- Elimination of many problems that may cause downgrading. (Any 5 × 1) (5)

10.2 Unsafe actions are responsible for 88% of accidents.✓ Unsafe conditions, on the other hand, are responsible for only 10% of accidents in the workplace.✓ (2)

- Training
- Auditing
- Consulting (3)

[10]

TOTAL: 100

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