higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

22 November 2023

This marking guideline consists of 6 pages.

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QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2: MANAGEMENT AS A SCIENCE AND OGANISATIONAL STRUCTURE

2.1 Every action directed at another person✓ tends to evoke a similar and increasing reaction✓ in the terms by which it is understood.✓
Any acceptable experience (or example) with reference to the above, explained by the candidate, e,g., if a supervisor disrespects a subordinate,✓ the subordinate will retaliate either verbally or disregard and/undermine the supervisor's authority.✓ (5)

2.2
- Responsibility for each product can be pinpointed at the division level.
- Because everyone in a division focuses on just one product, that product is likely to be of higher quality.
- A team spirit will develop around each product line.
- A good candidate pool for top management can be developed,
- Because division managers will have some independence in making decisions, they can respond more quickly to customer requests. (5)

[10]

QUESTION 3: EMPLOYMENT OF PEOPLE

3.1
- Employment agencies
- Unsolicited applicants
- Labour unions
- Advertising (print media and/or internet)
- Schools, colleges and universities
- Employee referrals (4)

3.2
- Task enlargement means adding more and different tasks at the same level to a specialised job.✓ Thus it adds variety. When additional simple tasks are added to a job that initially was simple in nature.✓
- Any acceptable example.✓
- Task enrichment expands a job vertically by adding higher-skill activities ✓ and by delegating greater authority.✓
- Any acceptable example.✓ (6)

[10]

QUESTION 4: TRAINING BOARDS IN INDUSTRY

- Develop the skills of the workforce
- To increase the return on such investment
- To encourage employers to use the workplace as an active learning environment
- To encourage workers to participate in learnerships and other training programmes
- To ensure quality of education and training
- To improve the employment prospects of those who were previously disadvantaged
- To assist work seekers and retrenched persons to find employment
- To assist employers to find qualified workers (Any 5 × 1) **[5]**

QUESTION 5: OCCUPATIONAL HEALTH AND SAFETY

- Every employer shall provide and maintain a working environment that is safe and without risk to the health of the employees.✓
- The provision and maintenance of systems of work, plant and machinery✓ that, as far as is reasonably practicable, are safe and without risk to health.
- Taking such steps to eliminate or mitigate any hazard or potential hazard to the safety or health of employees,✓ before resorting to personal protective equipment.
- Making arrangements for ensuring the safety and absence of risks to health in connection with the production, processing, use, handling, storage or transport of articles or substances. ✓
- Establishing what hazards to the health or safety of persons are attached to any work which is performed, any article or substance✓ which is produced, processed, used, handled, stored or transported and any plant or machinery which is used in the business.
- Providing such information, instructions, training and supervision as may be necessary to ensure the health and safety of employees at work. ✓
- As far as reasonably practicable, not permitting any employee to do any work unless precautionary measures have been taken.✓
- Taking all necessary measures to ensure that the requirements of this Act are complied✓ with by every person in his/her employment or on premises under his/her control where plant or machinery are used.
- Enforcing such measures as may be necessary in the interest of health and safety.✓
- Ensuring that work is performed and that plant or machinery are used under general supervision✓ of a person trained to understand the hazards associated with it and who have the authority to ensure that precautionary measures taken by the employer are implemented.
- All employees are to be informed regarding the scope of their authority. (Any 10 × 1) **[10]**

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QUESTION 6: REPORT WRITING AND MEETINGS

6.1
- Try to determine whether the reader is acquainted with the subject.✓ If so, technical language may be used. If not, technical language should be explained.✓
- Determine whether the reader will be familiar with the language, e.g. English.✓
- If not, the report may have to be translated into, e.g., Afrikaans, isiXhosa.✓
- Assume the reader could be of any race, gender, management or worker level✓.
  Be aware of any personal bias when writing the report.✓

(Any other applicable explanation accepted 3 × 2) (6)

6.2 6.2.1 Temporary committees appointed to investigate a specific matter or to fulfil a specific function.✓ They dissolve when the task allocated to them has been completed.✓

6.2.2 Meetings behind closed doors.✓ The resolutions of such meetings are confidential and the members are bound to secrecy.✓

(2 × 2) (4)
[10]

QUESTION 7: PRODUCTION PLANNING AND IMPROVING PRODUCTIVITY

7.1
- Time studies.✓ For example, by using a stop watch to measure the time it takes to complete a specific job.✓
- Motion studies.✓ The total time needed for every motion required on a job, like pulling, lifting, pushing.✓
- Work sampling.✓ Making random observations of various activities in the work area. It enables the supervisor to find the proportion of delays and interruptions that occur as related to the total time required to do a job. These visits should not be at regular intervals.✓ (3 × 2) (6)

7.2 Creativity enables man to have a new vision, a new approach to things.✓ A creative person is able to transform existing knowledge and give it a new perspective.✓ In this way he/she is better equipped to formulate problems, achieve possible solutions,✓ develop alternative solutions and visualise the consequences more effectively.✓ (4)
[10]

QUESTION 8: PRODUCTION COSTS

8.1
- Unless a manager obtains or keeps accurate and up-to-date records, controlling costs is next to impossible.
- Control is the same as keep within limits.
- If the manager does not know the limits, action cannot be taken. (3)

8.2 A break-even analysis focuses on the relationship between costs, the number of units produced and sold,✓ and profit.✓ The relationship between fixed costs, variable costs and profit is important here.✓ A break-even analysis is an approach to profit planning based on the relationship between costs and sales (revenue).✓ It is a technique to determine the point at which total costs are equal to total turnover and there is no loss or profit.✓ (5)

8.3 These are the cost guidelines (targets) issued to supervisors and managers by accountants at the beginning of the accounting period.✓ The budget provides a supervisor with a figure for each item of expense that can be charged to the operation during that period.✓ (2)

[10]

QUESTION 9: QUALITY CONTROL

9.1 9.1.1 Any variation in the product or service from specifications that falls outside the prescribed tolerances✓ and thus causes the product to be rejected or reworked or a service to be interrupted.✓

9.1.2 To remanufacture, do over, adjust, modify or otherwise repair a product or a service that has been rejected✓ because of an observed or reported defect. ✓

9.1.3 Defined as the probability of a product performing a specific function under given conditions, for a specific time without failure.✓ It must measure what it is supposed to do or the circumstances under which it will be used.✓

(3 × 2) (6)

9.2 Corrective costs: Money down the drain, wasted,✓ for any of the following reasons:
- Damaged parts and materials✓
- Time and effort of redoing poor work
- Cost of warranties
- Cost of handling customer complaints

(ONE mark for the explanation ONE mark for the example)

Preventive costs: Costs incurred to prevent poor workmanship or defective goods in the first place,✓ by doing the following:

- Inspection✓
- Testing
- Quality-control procedures

(ONE mark for the explanation ONE mark for the example) (2 × 2) (4)
[10]

QUESTION 10: LOSS CONTROL MANAGEMENT:

- Fear of discipline
- Concern about record
- Concern about reputation
- Fear of medical treatment
- Dislike of medical personnel
- Desire to prevent work interruption
- Desire to keep personal record clear
- Avoidance of red tape
- Concern about relationship with others
- Poor understanding of importance (Any 8 × 1) **[8]**

QUESTION 11: STRESS AND TIME MANAGEMENT:

11.1 Vital few are the important problems (activities) – about 20% account for about 80% of time spent on solving them.✓ The supervisor should attend to these first.✓ Experience will provide a basis for determining the vital few.✓ You may also ask yourself the following questions: Where did it come from?✓ What is the potential for trouble?✓ (Any 3 × 1)

Trivial many activities can be disposed of quickly with a telephone call, a jotted note or a brief instruction to employees as they walk through the workplace.✓ The supervisor should concentrate on vital few problems and let the trivial many wait their turn.✓ (5)

11.2 Any cause such as malfunctioning machinery,✓ faulty material✓ tight schedules,✓ pinching budgets,✓ deadlines,✓ hard-headed boss,✓ uncooperative associates,✓ or disinterested employees✓. (Any 2 × 1) (2)
[7]

TOTAL: 100

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