higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

16 November 2022

This marking guideline consists of 7 pages.

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QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2

2.1 Human relations

- The human relations approach (behavioural school) is based on the thought that a supervisor who understands human behaviour✓ is able to get employees to willingly co-operate and produce towards company goals.✓
- It emphasises the effective functioning of the worker.✓

Contingency approach:

- The Contingency (situational) approach the situation is managed. Each situation requires a different management approach.✓
- Situational management requires that the manager has the ability to analyse different situations and to formulate and apply a strategy which will work best for the situation.✓ (5)

2.2 Supervisors and managers supervise the largest number of people they can effectively manage determined by:

- The complexity and diversity of the work being done.✓ Any example.✓
- Geographical separation.✓ Any example.✓
- Volume of work.✓ (5)

[10]

QUESTION 3

3.1

- Most people expect to advance to positions of higher pay and status✓ therefore it fosters high morale and motivation✓
- There is less risk of error in selection and placement from inside because management know their staff✓ in terms of skills, knowledge and personality.✓
- The recruitment and selection problem is simplified✓ if the position is filled from inside because there is no need to spend time and money on external interviews.✓
- Limits the number of applicants✓ so that the vacancy can be filled quickly without causing disruption.✓
- The applicant's track record is easily accessible✓ and more reliable as a deciding factor.✓
- Internal hires are quicker and easier to get on board as part of the team✓ as they know the company and the other employees.✓ (6)

3.2

- Employment Agencies
- Labour unions
- Advertising/newspapers and job related media platforms/job boards
- Schools, colleges and universities where they may recruit from
- Employment referrals/by word of mouth by those employed at the company
- Online recruitment methods
- Career events (5)

[11]

QUESTION 4

- Advise and report to the Minister✓ on policy, strategy, allocation of funds and regulations.✓
- Liaise with the SETAs and conduct investigations ✓into any matters arising from the application of the Act.✓ **[4]**

QUESTION 5

5.1

- To provide for the safety and health of employees at work,✓ and in connection with the use of plant and machinery✓
- The protection of persons other than persons at work✓ against hazards arising out of activities at work.✓
- To establish an advisory councils for occupational health and safety✓ (5)

5.2

- Identify the hazards and evaluate the risks associated with such work.
- As far as possible, prevent the exposure of such employees to the hazards or minimize such exposure.
- Carry out an occupational hygiene programme and biological monitoring. (3)

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5.3 The employee should be employed in a full-time capacity at a specific workplace✓ and must be acquainted with conditions and activities at that workplace or section.✓ (2)
[10]

QUESTION 6

6.1
- Accuracy
- Clarity of style
- Objectivity
- Brevity
- Insight, good judgement and open-mindedness (5)

6.2 The Notice
- In accordance with the constitution of an organisation members who are entitled to attend meetings should receive due and adequate notice of the meeting within a reasonable time.✓ The notice should include the proposed agenda.✓

The Agenda
- Is a list of business items or activities to be dealt with in a specific order at a meeting.✓ (3)

6.3
- The minutes are legally binding official records of a meeting.
- The minutes are the official historical documents of an organisation.
- The minutes can be produced as evidence in a court case. (Any 2 × 1) (2)
[10]

QUESTION 7

7.1
- Estimate accurately how long future jobs will take.
- Establish reliable work schedules.
- Provides employees with specific work standards in terms of time allowed to get a job done or number of output units for a certain period.
- Estimate labour costs.
- Provide a basis for employee wages.
- Provide fundamental measures for productivity. (Any 5 × 1) (5)

7.2 Scientific management results in better planning and co-ordination,✓ simplified methods, standardization, time and motion study,✓ reduced waste and spoilage✓ which all contribute to improved productivity✓ (Any 3 × 1) (3)
[8]

QUESTION 8

8.1 Direct costs are costs which have a clear relationship with the costing unit.✓ Raw materials used to manufacture a product, construction supplies, services rendered,✓ and direct labour (wages of workers).✓

Indirect costs are costs are not clearly allowable to a single cost centre.✓ The salary of a supervisor of more than one division,✓ Other costs such as quality control, insurance, and general overhead costs are also indirect costs.✓
(Any other relevant explanations also accepted) (6)

8.2
- Reduce waste
- Save time/Time management
- Increase output/methods improvement
- Spend wisely/budgeting
- Use space intelligently
- Watch your inventories
- Quality control
- Efficient leadership
- Good/effective record keeping (Any 4 × 1) (4)

[10]

QUESTION 9

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

9.2 To remanufacture, do over, adjust, modify or repair a product or repeat a service✓ that has been rejected because of a defect.✓

9.3 The probability of a product (or service) performing a specific function, under given conditions for a specific time without failure.✓ It must measure what it is supposed to and the circumstances under which it will be used.✓

9.4 The written definitions of expected performance of a product (or quality of service)✓ stated in finite measurements of size, shape, finish and durability.✓
(4 × 2) **[8]**

QUESTION 10

Time	Monday	Tuesday	Wednesday	Thursday	Friday
08:00–09:00	Routine	Routine	Routine	Routine	Routine
09:00-10:00	Regular	Regular	Regular	Regular	Regular
10:00–11:00	Regular	Regular	Special	Regular	Creative
11:00–12:00	Regular	Regular	Special	Regular	Creative
12:00–13:00	Lunch	Lunch	Lunch	Lunch	Lunch
13:00–14:00	Regular	Regular	Special	Regular	Creative
14:00–15:00	Regular	Regular	Special	Regular	Creative
15:00–16:00	Regular	Regular	Special	Regular	Creative
16:00–17:00	Routine	Routine	Routine	Routine	Routine

Routine work: Checking time sheets, answering mail, normal paperwork. (3)

Regular job duties: Supervision, training, controlling, appraising. (3)

Special assignments: Committees, special projects. (2)

Creative work: Develop new methods to improve quality and productivity. (2)

NOTE: Approximate total times allocated for each category and the spread of duties may be accepted. **[10]**

QUESTION 11

11.1
- A manager will usually pay more attention to information when expressed or associated with cost terminology.
- This may be found in safety programmes where accident losses affect the profitability of the company.
- The supervisor (in conjunction with the HR department) may get the employees committed to paying attention to the effects of this type of loss control to their own lives. Injuries and damages to property will affect them with respect to pain and financial losses for themselves and their family.

11.2
- Employees tend to be motivated to accomplish results you want, to the extent you show interest in the results they want to achieve.
- This principle implies if we want management to accept any safety or loss-control idea, it must be presented in such a way that the receiver will recognise the value he/she will gain towards those things he/she is interested in.
- To sell this principle to employees the supervisor must first demonstrate his/her own commitment to loss-control and then share with the workers how, together, they will save the company money for the benefit of both parties.

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11.3
- A supervisor is mainly interested in those economic considerations affecting his/her own budget.
- This personal interest is logical if it is considered that promotions, merit increases and other things that really count, depend on the profitability of the organization. His/her own budget reflects his/her management skills.
- The supervisor should realise that the success of his/her own budget is largely dependent on the cooperation of the employees. For this reason it will help the supervisor to be aware of vested interests of the subordinates. Some examples are: job security, promotions, bonuses, pride in workmanship, recognition for work well done.

(3 × 3) **[9]**

TOTAL: 100

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