higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

22 November 2024

This marking guideline consists of 6 pages.

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QUESTION 1: INTRODUCTION TO SUPERVISION

1.1
- Requisition materials and supplies.✓
- Expedite the flow of materials and supplies.✓
- Plan utilisation of machines and equipment.✓
- Schedule flow of work through the department.✓
- Assign employees to operations and jobs.✓
- Check the progress of employees.✓
- Help employees to clear production problems.✓
- Maintain records of production.✓
- Meet production schedules.✓ (Any 4 × 1) (4)

1.2
- Check equipment for correct operation.✓
- Order repairs to equipment.✓
- Maintain a clean and orderly working environment.✓ (3)

1.3
- Devise new and improved work methods.✓
- Cooperate with staff groups such as industrial engineering in developing✓ and installing better methods and procedures✓ (3)

[10]

QUESTION 2: PLANNING

2.1
- Estimate the minimum time needed to complete a step.✓
- Estimate the maximum time needed to complete a step.✓
- Decide on a realistic time between the minimum and maximum times.✓ (3)

2.2 Starting point scheduling is used when the final date for a project is still unknown,✓ but a schedule must nevertheless be submitted for approval.✓ (2)

2.3
- It predetermines future purposes;✓
- It is the starting point of the management action;✓
- It provides time for reflection;✓
- It causes the supervisor to think continually about set objectives;✓
- It leads to the better utilization of people and resources, ✓
- It reduces the chances of overlapping✓
- It ensures better control.✓ (Any 5 × 1) (5)

[10]

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QUESTION 3: ORGANISING

3.1
- Group tasks in a planned way.✓
- Allocating duties, authority and responsibility without abdicating final responsibility.✓
- Determining relationships between various people to promote collaboration through coordination and job and duty descriptions.✓
- Making a common effort to achieve set goals.✓
- Intellectual activity involving desk work.✓ (Any 3 × 1) (3)

3.2
- Well-defined structure✓
- Precisely identified beginning✓
- Longer life span✓
- Membership (by choice)✓
- Definite aims✓
- Division of work.✓ (Any 4 × 1) (4)

3.3
- You can safely delegate everything but not the work and the authority that only you have.✓
- You cannot safely delegate final management decisions.✓
- and work, which subordinates cannot perform effectively.✓ (3)

[10]

QUESTION 4: LEADING AND MOTIVATION

4.1
4.1.1 D✓
4.1.2 C✓
4.1.3 E✓
4.1.4 A✓

(4 × 1) (4)

4.2
- Problem-solving and decision-making are so interrelated✓
- that they are part of the same process.✓
- Most decisions are made to solve problems.✓
- As most problems have a host of possible solutions,✓
- a decision must be taken as to which solution to adopt.✓
- In many ways, problem-solving is decision-making.✓ (Any 5 × 1) (5)

4.3 **Job enlargement:**
- extend the boundaries of a job✓
- by adding different tasks✓
- at the same level of expertise.✓

Job enrichment:
- expand the job vertically✓
- by adding higher-skill activities✓ and by delegating greater authority.✓ (6)

[15]

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QUESTION 5: CONTROL

5.1
- Output control✓ – The quantity of production required is the demand of almost every organisation. A supervisor must make sure that output quantities measure up to standards.✓
- Quality control✓ – The inspection function is intended to make sure that the final product or service lives up to its quality standards (specifications).✓
- Time control✓ – A project must be completed as scheduled. It is not enough just to get a job done if it is not finished on time. ✓
- Material control✓ – The supervisor must make sure that the minimum material is wasted✓ and that the maximum number of patterns is cut out of a roll of cloth
- Cost control✓ – A supervisor may meet the quantity and quality standards, but if in so doing the department has been overstaffed or has been working overtime, it probably won't meet its cost standard.✓
- Employee performance control✓ – Such control may be concerned with employee attitudes, tardiness and accidents as well as with performance✓ that is directly related to the quantity or quality of the employee's work.

(Any 3 × 2) (6)

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

[10]

QUESTION 6: TRAINING

6.1
6.1.1 True✓
6.1.2 False✓
6.1.3 True✓
6.1.4 True✓
6.1.5 False✓

(5 × 1) (5)

6.2
- Company history, policies, and practices✓
- Company products and/or services.✓
- Organisation structure (in general)✓
- Employee responsibilities to the company✓
- Company responsibility to employees✓
- Pay treatment✓
- Hours of work, such as reporting and finishing time lunch periods and clearing up time.✓
- Employee options under the company's benefit plans, such as group-life, health, and dental insurance.✓
- Procedure to follow when sick.✓
- Procedure to follow when late.✓
- Safety program – procedure for reporting accidents✓
- Tour of the department and other areas of the company.✓
- Introduction to co-workers✓
- Location of cafeteria, lockers, and restrooms. ✓
- Work assignments✓ (Any 5 × 1) (5)

[10]

QUESTION 7: FINANCIAL COMPENSATION

7.1
7.1.1 D✓
7.1.2 C✓
7.1.3 E✓
7.1.4 B✓
7.1.5 A✓

(5 × 1) (5)

7.2
- It competes for quality employees.✓
- These companies soon become known as 'good' places to work for.✓
- Some kinds of benefits are established to recruit and retain certain kinds of personnel.✓
- It is an investment by a company to spend money on the development of professional talent.✓
- This should eventually lead to improved performance.✓
- Some benefits are provided by employers because of a concern for the welfare of their employees.✓
- Health insurance plans offered by insurance companies are designed primarily for groups and reduce costs.✓
- Enlightened self-interest is a motivating force.✓
- Employers know that prompt and proper medical treatment of illness yields a healthier workforce.✓
- Top management feels that these programmes will enhance employee morale, generate greater loyalty towards the firm, and thus create a positive public relations image.✓ (Any 5 × 1) (5)

[10]

QUESTION 8: QUALITY CONTROL

- Lack of training✓
- Poor communication✓
- Inadequate tools and equipment✓
- Insufficient planning✓
- Incomplete specifications and procedures✓
- Lack of attention or concern✓ (Any 5 × 1) **[5]**

QUESTION 9: LABOUR RELATIONS

9.1
9.1.1 Procedurally unfair✓
9.1.2 Substantively unfair✓
9.1.3 Substantively unfair✓
9.1.4 Procedurally unfair✓
9.1.5 Procedurally unfair✓

(5 × 1) (5)

9.2
- To listen to the relevant evidence concerning the alleged breach of discipline.✓
- To reach a verdict as just and as balanced as possible, given the evidence.✓
- To obtain a clear picture of the worker's disciplinary history.✓
- To try to get the worker to accept responsibility for modifying his/her unacceptable behaviour, bypassing an appropriate sentence.✓
- To prevent a recurrence of the incorrect behaviour or practices and/or decide whether any managerial/worker action could prevent such a recurrence.✓ (5)

[10]

QUESTION 10: LOSS CONTROL

10.1
10.1.1 Condition✓
10.1.2 Act✓
10.1.3 Condition✓
10.1.4 Act✓
10.1 5 Act✓

(5 × 1) (5)

10.2
- Injury prevention✓
- Total accident control✓
- Fire prevention✓
- Industrial health✓
- Hygiene and pollution✓ (5)

[10]

TOTAL: 100

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