higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

(4110504)

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09:00–12:00

Calculators may NOT be used.

This question paper consists of 7 pages.

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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. Keep subsections of questions together
5. Start each question on a NEW page.
6. Write neatly and legibly.

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QUESTION 1: INTRODUCTION TO SUPERVISORY MANAGEMENT

1.1 What type of leader would distinguish between decisions that he must make himself, and aspects about which his subordinates can make decisions and who also creates a climate in which delegation is purposefully applied to get the work done? (1)

1.2 State FOUR other characteristics the leader in QUESTION 1.1 would display. (4)

1.3 Mental and physical effort is used to convert natural resources and materials to real wealth with the aid of tools and machines. Technical work is applied directly to those resources.

Draw a chart to illustrate the way in which most supervisors manage their time. (5)
[10]

QUESTION 2: PLANNING

2.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (2.1.1–2.1.5) in the ANSWER BOOK.

2.1.1 The amount of attention (planning and achievement time) devoted to a specific task need not correspond with the size and complexity of the specific task or objective to be attained.

2.1.2 Planning reduces the chances of overlapping.

2.1.3 People tend to oppose change if the change is gradual.

2.1.4 Planning is an intellectual activity; it involves thought processes by means of which present activity is pre-enacted to achieve certain objectives.

2.1.5 Companies who decrease their personnel take longer to re-establish their position in a competitive market if the economy should later recover.

(5 × 1) (5)

2.2 The better the forecasting, the better the plans can be for an organisation to cope with future trends.

State the FIVE steps involved in forecasting. (5)
[10]

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QUESTION 3: ORGANISING

3.1 Organising is a management function which deals with arranging activities and resources by allotting duties, responsibilities and authority to people, and the determination of relationships between them to promote collaboration and to achieve the objectives of the undertaking as effectively as possible. (Van der Westhuizen, 1991:162)

Which FOUR of the following principles are principles of organising? Write only the letters (A–G) next to the question number (3.1) in the ANSWER BOOK.

A Principle of specialisation
B Principle of division of work
C Principle of goals
D Principle of responsibility
E Principle of span of control
F Principle of management accentuation
G Principle of authority (4)

3.2 The maximum number of subordinates over whom a supervisor can supervise and still maintain control depends on FOUR factors.

Name these factors. (4)

3.3 State TWO characteristics of a line organisation. (2)
[10]

QUESTION 4: LEADING

4.1 Give a diagram that shows how the gap between actual performance and goals helps identify problems. (5)

4.2 4.2.1 When is communication complete? (1)

4.2.2 In the journey from A to B an idea X faces interference either in the sender, the transmission or the receiver.

Name FOUR types of interference. (4)

4.3 People spend a great deal of time on a job, and it is therefore important to design jobs so that individuals are happy about their work. This requires an appropriate job structure in terms of content, function and relationships. The design of jobs affects both productivity and employee motivation and morale.

List FIVE critical factors of job design that will most likely increase the motivational aspects of work. (5)
[15]

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QUESTION 5: CONTROL

5.1 What is meant by the principle of the *critical few*? (2)

5.2 Describe the basic purpose of controlling. (8)
[10]

QUESTION 6: TRAINING

Explain the following terms:

6.1 Education (3)

6.2 Training (4)

6.3 Knowledge (1)

6.4 Skill (2)
[10]

QUESTION 7: FINANCIAL COMPENSATION

The methods of calculating the pay of different kinds of workers are usually referred to as incentive pay plans.

State which of the following statements refer to MEASURED DAY WORK or STANDARD TIME PLAN. Write only 'Measured day work' or 'Standard time plan' next to the question number (7.1–7.9) in the ANSWER BOOK.

7.1 This plan is essentially the same as piecework with a guaranteed minimum, with the exception that the standard is expressed in time instead of money. (1)

7.2 This involves a fixed rate of pay by the hour for a defined and agreed standard of daily performance. (2)

7.3 With the influence of scientific management, management began to look for more efficient methods of working, and offered to pay, not what had been agreed upon as the price for the job, but what was a fair price based on some technique such as work study or time measurement. (1)

7.4 Provided that the worker meets the targets set, he is guaranteed a regular weekly wage; if he fails consistently to reach the required standard, the worker is transferred to a less demanding job at a lower rate of pay. (1)

7.5 There is no incentive to exceed the predetermined level of output. (1)

7.6 Thus the workers can either 'spin the work out', as the day wears on, or cease work altogether when they have done their quota for a day. (1)

7.7 We can now not only fix a rate per piece, but an acceptable rate of production also. (1)

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7.8 Work measurement is used to establish the time standards for each job. (1)

7.9 This 'acceptable rate' is called the 'standard time' and attracts a 'base rate payment'. (1)

[10]

QUESTION 8: QUALITY

Choose a statement from COLUMN B that matches a statement in COLUMN A. Write only the letter (A–E) next to the question number (8.1–8.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
8.1	Every activity of an organisation contributes to the quality of its products or services	A	No one can inspect it in
8.2	Quality must be built into the product	B	See to it that employees get a copy to guide them
8.3	Search continually for problems	C	This does not rest on the shoulders of one person or even a single department
8.4	Eliminate fear	D	Seek ways to improve the system
8.5	Put specifications in writing	E	Encourage two-way communication

(5 × 1) **[5]**

QUESTION 9: LABOUR RELATIONS

9.1 State which of the following offences would be regarded as LESS SERIOUS offences, SERIOUS offences or VERY SERIOUS offences. Write only 'Less serious', 'Serious' or 'Very serious' next to the question number (9.1.1–9.1.5) in the ANSWER BOOK.

9.1.1 Abusing sick leave benefits

9.1.2 Loafing, wasting time, or deliberately working slowly

9.1.3 Being under the influence of alcohol or drugs on company premises

9.1.4 Falsifying an accident report

9.1.5 Insulting fellow workers, particularly in cases affecting racial relations

(5 × 1) (5)

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9.2 A grievance procedure assumes that management is prepared to listen to workers' grievances. It affords every worker the opportunity to approach management with his grievances without fear of intimidation, discrimination or harm.

Name the FIVE steps that a grievance procedure might consist of. (5)
[10]

QUESTION 10: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING

State which of the following situations are caused by the EMPLOYER or the WORKER. Write only 'Employer' or 'Worker' next to the question number (10.1–10.10) in the ANSWER BOOK.

10.1 Unsafe lighting

10.2 Working at unsafe speeds

10.3 Using equipment unsafely, or using limbs instead of equipment supplied

10.4 Unsafe construction

10.5 Failure to secure machinery and materials

10.6 Rendering safety devices inoperative

10.7 Bad factory layout with inadequate or badly marked walkways and exits

10.8 Fooling, teasing and abusing workmates

10.9 Lack of machine and other guards

10.10 Working without authority

(10 × 1) **[10]**

TOTAL: 100

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