higher education & training

Department:
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REPUBLIC OF SOUTH AFRICA

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NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

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This question paper consists of 8 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. Start each question on a NEW page.
5. Keep subsections of questions together.
6. Write neatly and legibly.

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QUESTION 1: INTRODUCTION TO SUPERVISION

1.1 A natural leader must learn to multiply himself/herself by getting results from other people that would lead to the leader achieving his/her objectives.

Name FOUR characteristics of a natural leader. (4)

1.2 Briefly describe the THREE principles which a manager or supervisor should apply which will have the most effective impact on his/her performance in terms of balancing management work and technical work. (3 × 2) (6)

[10]

QUESTION 2: PLANNING

2.1 Decision making is regarded by many researchers as the most important action of the management actions.

State what is involved in decision making by writing FOUR points of approximately 25 words. (4)

2.2 Explain the difference between *goals* and *objectives*. (2 × 2) (4)

2.3 The principles of planning have to be followed to ensure that plans are effective.

Explain the *principle of continuous planning.* (2)

[10]

QUESTION 3: ORGANISING

3.1 Organisations create specific structures and frameworks, which make provision for the pursuit of certain common goals by people in these organisations.

Name FOUR major characteristics of a formal organisation. (4)

3.2 What are the differences between *responsibility, authority* and *accountability*? (3 × 2) (6)

[10]

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QUESTION 4: LEADING

4.1 In many ways problem solving is decision making. Most decisions are made to solve problems and as most problems have a host of possible solutions, a decision has to be taken as to which solution to adopt.

4.1.1 What is a problem? (2)

4.1.2 How does a supervisor recognise a problem? (2)

4.1.3 What causes a problem? (1)

4.2 Complete the following sentences by writing down the missing word. Write only the word next to the question number (4.2.1–4.2.5) in the ANSWER BOOK.

4.2.1 Communication begins with the …

4.2.2 The information is … over a channel.

4.2.3 Verbal … may be written or oral.

4.2.4 Non-verbal communication may be made by … expressions.

4.2.5 To accomplish improved communication, an effort should be made to create …

(5 × 1) (5)

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4.3 Choose a description from COLUMN B that matches an item in COLUMN A. Write only the letter (A–E) next to the question number (4.3.1–4.3.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
4.3.1	Physical or survival needs	A	once a human's most important physical needs are satisfied to at least a minimum and continuing degree, the next group of needs that becomes dominant is the … needs
4.3.2	Security and safety needs		
4.3.3	Social needs	B	as long as needs upon which health depends are not satisfied, a person shows little interest in the other four types of needs
4.3.4	Ego or esteem needs		
4.3.5	Self-realisation needs	C	this need is aimed at self-fulfilment, the desire to become one's best self, to realise one's capabilities to the fullest
		D	these needs are also known as the belonging and love needs
		E	the individual whose physical needs, security and belonging and love needs are satisfied, becomes concerned with the need for self-respect and respect from others

(5 × 1) (5)
[15]

QUESTION 5: CONTROL

Name and describe THREE key (make-or-break) areas of control on which supervisors can focus most of their attention when exercising control. **[10]**

QUESTION 6: TRAINING

6.1 State SIX organisational problems that could indicate that training is needed in a workplace. (6)

6.2 Explain the purpose of orientation/induction training. (4)
[10]

QUESTION 7: FINANCIAL COMPENSATION

Choose a description from COLUMN B that matches a word/term in COLUMN A. Write only the letter (A–J) next to the question number (7.1–7.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
7.1	Piecework	A	to overcome the problems of individual workers who are put together in a team or group where the flow of the work is such that D depends on the work of C, C of B and B of A and so on
7.2	Standard time plan	B	in any event, dividends are paid on the shares. The employee is a shareholder and has a stake in the company's future
7.3	Measured day work	C	overtime, weekend and holiday work, shift differentials
7.4	Paid leave	D	an acceptable, fixed rate of production per piece is paid which is called standard time and the payment is called a base rate payment
7.5	Profit-sharing	E	whatever bonus scheme is chosen, its two major aims should be to act as an incentive to increased effort (i.e. a motivator) and as a reward for the amount of work done
7.6	Bonus schemes	F	a fixed rate of pay by the hour for a defined and agreed standard of daily performance. Work measurement is used to establish the time standards for each job
7.7	Group pieceworker/ bonus schemes	G	holidays, vacations, personal business leave, military service allowance, jury duty, voting time
7.8	Employee security (financial protection against certain risks)	H	social and recreational programs, such as parties, picnics, athletic facilities, clubs and dances which are wholly or partially financed by the employer
7.9	Premium pay	I	in this system/plan workers are paid a fixed amount for each item produced in an industrial or manufacturing situation, regardless of the time taken to do the work
7.10	Service programs	J	pension, life insurance

(10 × 1) **[10]**

QUESTION 8: QUALITY

Quality is the measure of the degree to which a process, product or service conforms to the requirements that have been established for it.

Briefly describe FIVE guidelines to quality control that should be kept in mind a supervisor. **[5]**

QUESTION 9: LABOUR RELATIONS

9.1 State which of the following situations would be regarded as SUBSTANTIVELY UNFAIR or PROCEDURALLY UNFAIR reasons for an unfair dismissal. Write only 'substantively unfair' or 'procedurally unfair' next to the question number (9.1.1–9.1.5) in the ANSWER BOOK.

9.1.1 The employee was unaware of the nature of his/her offence.

9.1.2 The sanction imposed on the employee is inconsistent with the treatment of other employees who committed the same or an equal offence.

9.1.3 The dismissed employee was not informed of the rule broken by him/her.

9.1.4 The employee was not given the opportunity to state his/her case.

9.1.5 There is no clear reason for the dismissal of the employee.

(5 × 1) (5)

9.2 A grievance can be defined as any aspect of the work with which the worker is unhappy or in respect of which he/she feels that he/she is being offended. This grievance is brought to the attention of management.

9.2.1 When does a grievance arise? (3)

9.2.2 Who initiates a grievance procedure? (1)

9.2.3 What provision must be made in terms of grievances? (1)

[10]

QUESTION 10: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING

10.1 Complete the following sentences by writing the percentage missing in each of the following sentences next to the question number (10.1.1–10.1.4) in the ANSWER BOOK.

10.1.1 If we were able to eliminate all unsafe acts and unsafe conditions, about … of all accidents would be prevented.

10.1.2 Unsafe acts cause approximately … of all occupational accidents.

10.1.3 Unsafe conditions cause approximately … of all occupational accidents.

10.1.4 Acts of providence cause approximately … of all occupational accidents.

(4 × 1) (4)

10.2 What does *plant housekeeping* mean? (2)

10.3 Why is plant housekeeping important and desirable? (4)

[10]

TOTAL: 100

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