higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

1 April 2020

This marking guideline consists of 6 pages.

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QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2: MANAGEMENT AS A SCIENCE

- TIME STUDY✓ - Productivity should be measured in terms of duration and standard time should be laid down for each task.✓
- PERFORMANCE✓ - Payment should be related to work delivered and work should be related to the ability of the worker.✓
- PLANNING✓ - The manager is responsible for planning a task which is physically possible for the worker.✓
- SCIENTIFIC METHODS OF WORK✓ - Managers should determine scientifically the best method of work for a given task and workers should be trained accordingly.✓
- MANAGEMENT CONTROL✓ - Management should be trained in scientific principles of management and control and apply these principles.✓
- FUNCTIONAL MANAGEMENT✓ - The organisation should be designed in such a way as to coordinate the various activities effectively.✓ (Any 3 × 2) **[6]**

QUESTION 3: ORGANISATION STRUCTURE

- The complexity and diversity of the work being done.✓ A supervisor may have to control for example an electrician, carpenters and plumbers because their work differs a lot.✓
- Geographical separation.✓ Supervising may be difficult if his/her workers (e.g. sales representatives) are spread over a large area.✓
- Volume of work.✓ The greater the volume of work, the more often problems can occur and the more difficult it is to force decisions to the top and the fewer people can be supervised by a manager.✓ (3 × 2) **[6]**

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QUESTION 4: EMPLOYMENT OF PEOPLE

QUESTION 4.1 & 4.2

- Job function:✓ Any acceptable explanation✓
- Duties:✓ Any acceptable explanation✓
- Machines, tools and equipment:✓ Any acceptable explanation✓
- Direction of others:✓ Any acceptable explanation✓
- Working conditions:✓ Any acceptable explanation✓
- Hazards:✓ Any acceptable explanation✓
- Education:✓ Any acceptable explanation✓
- Vocational preparation:✓ Any acceptable explanation✓
- Previous experience:✓ Any acceptable explanation✓
- In-plant training:✓ Any acceptable explanation✓
- Mental demand:✓ Any acceptable explanation✓
- Physical demand:✓ Any acceptable explanation✓ (Any 5 × 2) **[10]**

QUESTION 5: TRAINING

- Learnerships are intended to be applied in wider occupational areas than the apprenticeships they replace.
- Learnerships constitute a partnership between a learner, an employer and a training provider
- who will enter into an agreement whereby the learner will work for the employer, thereby gaining practical experience of a specific nature and duration
- and will also participate in a structured learning component offered by the training provider.
- Learnerships should lead to a qualification registered with SAQA. **[5]**

QUESTION 6

6.1 It makes provision for:

- The health and safety of persons at work
- The health and safety of persons that make use of plant and machinery
- The protection of persons other than persons at work, against the hazards to health and safety arising out of or in connection with the activities of persons at work
- Establishing an advisory council for occupational health and safety
- Matters in connection with the work of the council (5)

6.2 Every employee shall at work:

- Take reasonable care of the health and safety of himself/herself and of other persons who may be affected by his/her acts or omissions
- Cooperate with his/her employer with regard to any duty or requirement imposed on him/her by the employer, to enable that duty or requirement to be performed or complied with
- Carry out any lawful order given to him/her and obey the health and safety rules and procedures laid down by the employer or by anyone authorised thereto by the employer, in the interest of health and safety
- Report to the employer or health and safety representative as soon as practicable, if any situation which is unsafe or unhealthy comes to his/her attention.
- Report an incident to the employer or health and safety representative as soon as practicable, if he/she is involved in any incident which may affect his/her health or which has caused an injury to himself/herself (5)

[10]

QUESTION 7: REPORTS

Company and department✓

Addressed to the manager✓

RE: THE PROVISION OF COMPANY CELLPHONES FOR EMPLOYEES✓

Instruction: To determine the pros and cons of providing employees on the road with company-financed cellphones✓

Procedure: I have investigated over a period of one month, the number of official calls made to and received from employees to ensure the efficiency of work to be done.✓

Ruling (finding):
1 Any acceptable reason✓ (Reason(s) given in terms of cost and productivity)
2 Any acceptable reason✓
3 Any acceptable reason✓

Summary/Conclusion/Recommendation:✓ In terms of the above reasons, I have come to the conclusion that the present method of communication is uneconomical and unproductive and I support the employees' request.

Signed: Supervisor
Date✓ **[10]**

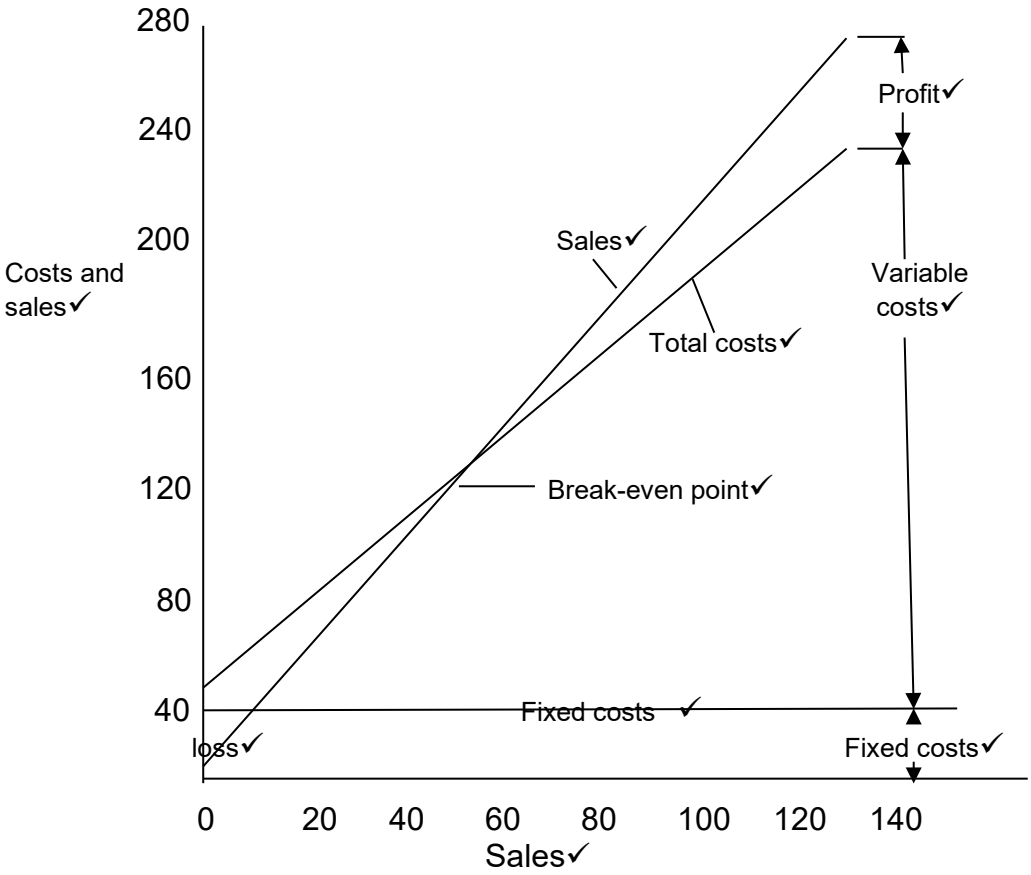
QUESTION 8: IMPROVING PRODUCTION

8.1
- It forces management to plan, because it is impossible to make a time-event analysis without planning.
- It forces planning down the line, because each subordinate manager must plan the event for which he/she is responsible.
- It concentrates attention on critical elements that may need correction.
- It results in a type of feed-forward control; a delay will affect the success of events and possibly of the whole project.
- The network system with its subsystems ensures aiming of reports and pressure of action at the right place and level in the organisation structure at the right time. (5)

8.2
- Time studies✓ e.g. using a stopwatch – time taken to complete a task.✓
- Motion studies✓ e.g. time needed for every motion required on a job, such as pulling, lifting, pushing.✓
- Work sampling✓ e.g. making random observations of various activities in the work area.✓ (6)

[11]

QUESTION 9: PRODUCTION COSTS



[10]

QUESTION 10: QUALITY CONTROL

CORRECTIVE COSTS are money wasted. (1)

- Damaged parts and materials that must be scrapped or reworked
- Time and effort of redoing poor work
- The cost of warranties of presumed errors to be made that must be corrected later
- The cost of handling customer complaints (Any 3 × 1) (3)

PREVENTIVE COSTS are the costs incurred to prevent poor workmanship or defective goods in the first place. (1)

- Inspection
- Testing
- Quality-control procedures
- Education and motivation programs (Any 3 × 1) (3)

[8]

QUESTION 11: LOSS CONTROL MANAGEMENT

11.1
- People tend to be motivated to accomplish results you want
- to the extent you show interest in the results they want to achieve.

11.2
- The more a manager communicates a message, the more certain he/she can be that it is understood and will be retained.
- Once the magnitude of loss control is clearly defined, the safety or loss control manager has the challenge of communicating both the importance and urgency of committing resources to the control of those problems.

11.3
- The manager is predominantly interested in those economic considerations affecting his/her own budget.
- One has only to ask a manager a few simple questions regarding economics, to quickly determine where his/her interests lie.

(3 × 2) **[6]**

QUESTION 12: TIME MANAGEMENT

- The small portion of problems (about 20%)✓ accounts for a large portion (about 80%)✓ of time and money spent to solve them.✓
- Most problems are basically of little consequence. This is the 20/80 syndrome.✓
- Plan to concentrate your efforts on the vital few problems and let the trivial many await their turn.✓
- Time should be spent in sequence from the most important (vital few) to the least important (trivial many).✓
- Example of trivial many – Less important telephone calls (any other)✓
- Example of vital few – Any management function✓ **[8]**

TOTAL: 100

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