higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

6 April 2021

This marking guideline consists of 6 pages.

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QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2: MANAGEMENT AS A SCIENCE

- The human relations approach is based on the thought that a manager who understands human behaviour well enough is able to get employees to willingly co-operate and produce toward company goals.✓✓ This emphasises the effective functioning of the worker in the organisation.✓
- The quantitative approach emphasises the use of numbers and relies on the sciences of mathematics and statistics✓✓as well as theories about how information interact in an organisation.✓ (2 × 3) **[6]**

QUESTION 3: ORGANISATIONAL STRUCTURE

3.1 Management emphasis
- As management depends on the quality of leadership,
- it is important for the organisational structure to do its part in creating a situation in which a manager can most effectively lead.

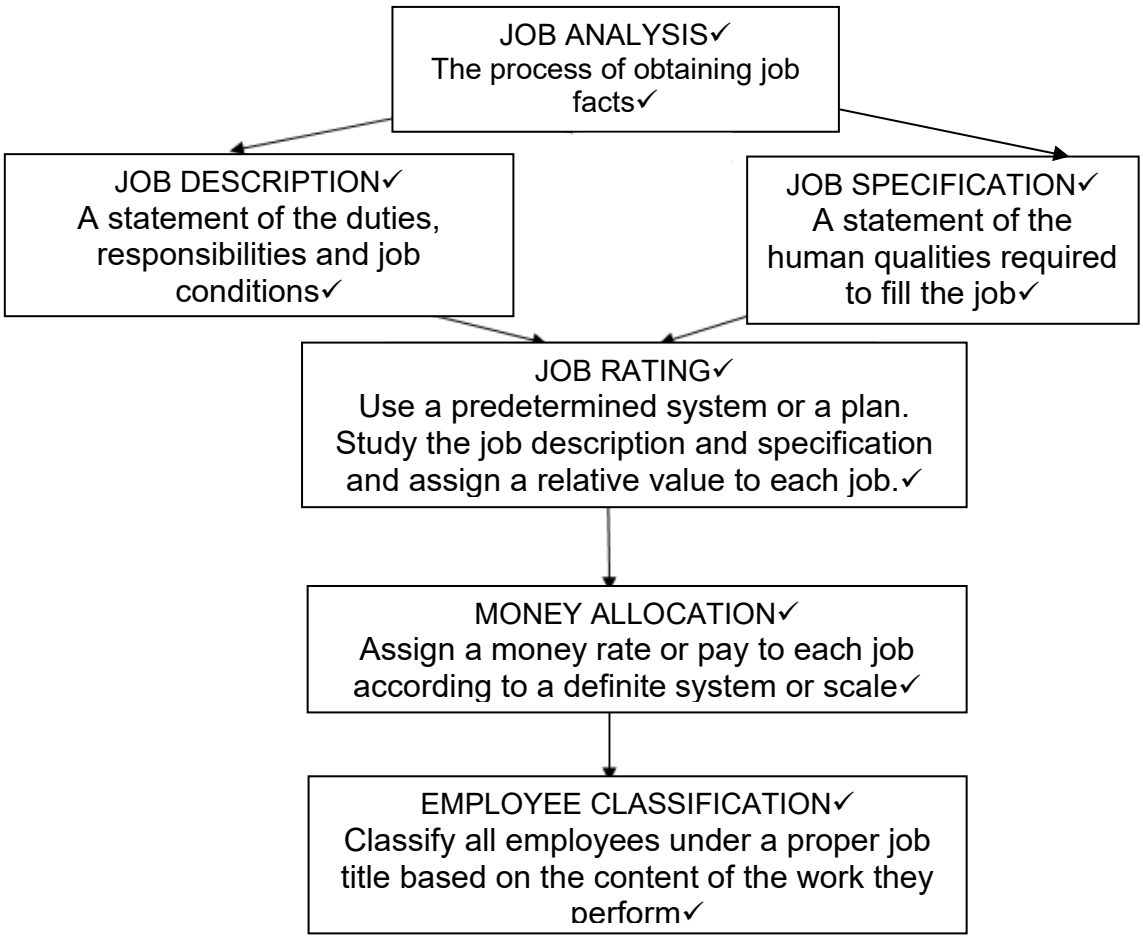
3.2 Clear lines of authority
- Each person reports to only one supervisor for the same responsibility.
- People who report to two different supervisors are confused in their objectives.

3.3 Principle of flexibility
- Provision should be made for building flexibility into all structure devices, techniques and other environmental factors in anticipating and reacting to change,
- both internal and external.

(3 × 2) **[6]**

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QUESTION 4: TASK EVALUATION PROCESS



(6 × 2) **[12]**

QUESTION 5: TRAINING

5.1
- Title
- Aims and objectives
- Knowledge, concepts, skills and attitudes
- Teaching and learning styles
- Assessment methods (5)

5.2 EXAMPLE
- Title: Demonstrate knowledge of …, Install, Repair
- Aim/objective: On completion of this module the candidate should be able to …
- Knowledge/concepts/skills/attitudes: Any reference to interesting information, occupational safety, motivation and need for the candidate to succeed in this module.
- Teaching/learning styles: Classroom/workshop – theory or practical demonstrations/learner participation
- Assessment methods: Workbook portfolio/theoretical examination/ workshop demonstration of learner's skills (Any acceptable) (5)

[10]

QUESTION 6: OCCUPATIONAL HEALTH AND SAFETY

6.1
- A person dies, becomes unconscious or suffers loss of limb or part of a limb
- A person becomes ill to such a degree that he/she is likely either to die or to suffer a permanent physical defect
- A major incident occurs
- The health and safety of a person is put at risk
- A dangerous substance is spilled
- The uncontrolled release of a substance under pressure takes place
- Machinery or any part thereof is fractured or failed resulting in flying, falling or uncontrolled moving objects
- Machinery gets out of control (8)

6.2
- A traffic accident on a public road
- An incident occurring in a private household (provided the householder reports the incident to the police)
- Any accident which is to be investigated under the Aviation Act (Any 2 × 1) (2)

[10]

QUESTION 7: AGENDA

1. Opening and welcome

2. Attendance register

3. Apologies

4. Minutes of previous meeting

5. Matters arising

6. Points for discussion

   6.1.1 Item 1 (Any way of wasting money)
   6.1.2 Item 2 (Any way of wasting money)
   6.1.3 Item 3 (Any way of wasting money)

7. General

8. Date of next meeting (optional)

9. Closure

[10]

QUESTION 8: PRODUCTION

8.1 8.1.1 The supervisor ensures that work schedules are set in such a way that work is distributed fairly among staff, that it is challenging and that it is achievable in the time allocated.

8.1.2 Staff can be motivated by deserved incentives, complimenting good work.

8.1.3 Productivity is maintained and improved by properly trained staff. The supervisor has to ensure that subordinates are properly trained in their jobs as well as in personal development.

(3 × 2) (6)

8.2
- Estimate accurately how long future jobs will take.
- Establish reliable work schedules.
- Provide employees with specific work standards in terms of time allocated, job done or number of output units that must be produced.
- Estimate the labour costs for products to be made or services to be rendered.
- Provide a basis for employees' wages.
- Provide fundamental measures for productivity. (Any 4 × 1) (4)

[10]

QUESTION 9: COST REDUCTION

- Communicate with employees about cost reduction in terms of their interests.
- Make the cost picture understandable.
- Set specific goals.
- Invite participation.
- Explain why and how.
- Give training with regard to cost improvement.
- Report cost progress. **[7]**

QUESTION 10: QUALITY CHECKS

- Dimensions and appearance should be set as specific quality standards.
- Put specifications in writing and see to it that the employees get a copy to guide them.
- Allocate some of your own time for inspection.
- Pick areas where quality can best be made or lost.
- Make inspection rounds from time to time. Change the order of your trips frequently.
- Select pieces produced at a particular station at random to inspect them carefully.
- Correct operating conditions immediately where your inspection shows off-grade material or faulty equipment.
- Consult with employees to determine the reason for poor workmanship or unacceptable products.
- Check the first piece on a new setup or a new assignment. Do not give the green light until you are satisfied with the quality.
- Use post-quality records and scrap percentages to keep employees informed of their performance. (Any 6 × 1) **[6]**

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QUESTION 11: CLASSES OF FIRE

Class A
- Fires occurring in ordinary combustible materials such as wood, paper and cloth.
- Extinguished by water aqueous solutions. Water extinguisher.

Class B
- Fires occurring in materials such as grease, flammable liquids, gases and petroleum derivatives.
- These materials are normally extinguished by the smothering or blanketing action of chemical-dispensing and carbon dioxide extinguishers.

Class C
- These are fires occurring in electrical equipment.
- An extinguishing medium having an electrical nonconductivity characteristic must be the first consideration. Carbon dioxide and dry chemical extinguishers.

Class D
- Fires in combustible metals such as magnesium, sodium and potassium.
- A device which dispenses an appropriate dry-chemical agent is recommended. Dry-powder extinguisher (4 × 2) **[8]**

QUESTION 12: GRIEVANCE PROCEDURE

Step 1 The employee verbally raises a complaint with his/her immediate supervisor. The supervisor undertakes to investigate the complaint and to inform the employee with his/her opinions and suggestions. A representative may be present.

Step 2 Should the supervisor's suggestions not be acceptable to the employee, he/she, with or without the assistance of a representative, lodges a formal written grievance for the attention of the supervisor/manager.

Step 3 If, at this stage, the employee remains dissatisfied, the written grievance, together with the report of the supervisor is forwarded to the next level of management. The manager studies the documents, interviews the employee, and presents his/her recommendations.

Step 4 A grievance which remains unresolved is then channelled to the next level of management and the same procedure is repeated. It is recommended that a representative body be present.

Step 5 In the final stage the grievance is brought to the attention of top management. Discussions will involve various management representatives, the employee and his/her representative. A lack of solution during this negotiation process results in a dispute. **[5]**

TOTAL: 100

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