higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

25 JULY 2018

This marking guideline consists of 7 pages.

Copyright reserved

QUESTION 1

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

(10 × 1) **[10]**

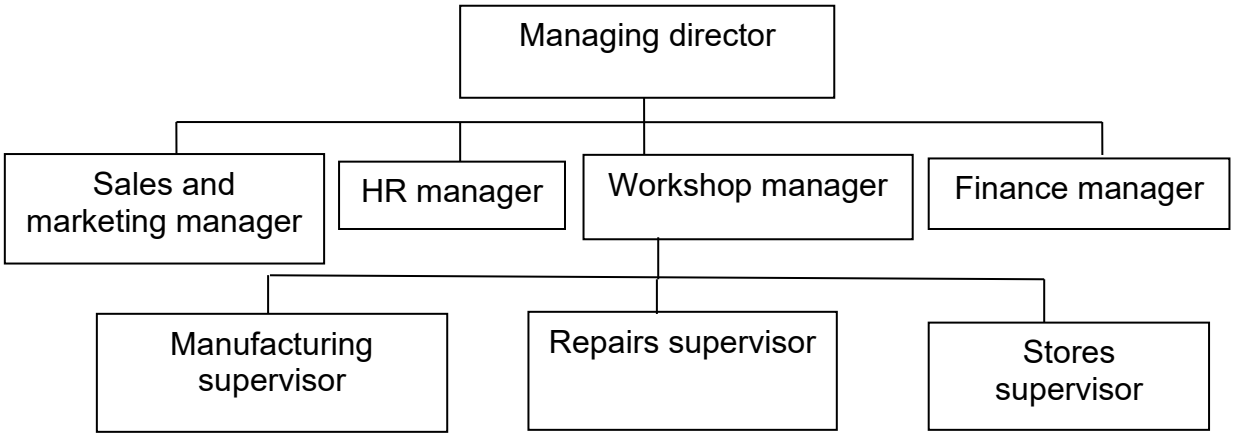
QUESTION 2

2.1 Human relations approach is also known as the behavioural school because it is based on the thought that a manager who understands human behaviour well enough is able to get employees to willingly cooperate and produce towards company goals.✓ In this approach, the emphasis moves to the effective functioning of the worker.✓

2.2 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 × 2) **[4]**

QUESTION 3



(Layout) (2)
(Departments and titles = 7 × ½) (3 ½)
(Neatness) (½)
[6]

QUESTION 4

4.1
- Read through the job description and employee specification.
- Carefully read through the application form and make a list of specific questions to ask the candidate.
- Privacy is most important. The conversation should not be heard.
- Check that the room is comfortable.
- Make sure that there will be no interruptions. (5)

4.2
- Do not be overly formal.
- Do not hire a manager when you need a worker (too highly qualified).
- Do not make moral judgments or give advice on personal issues.
- Do not tell the applicant you are rejecting him/her for personality reasons.
- Do not ask trick questions.
- Do not let your body language reveal your feelings.
- Do not interrupt the candidate in the middle of an answer.
- Do not be impatient.
- Do not be misled by your prejudices.
- Beware of the halo effect.
- Do not tell the candidate he/she is an affirmative action appointment.

(Any 5 × 1) (5)
[10]

QUESTION 5

The Skills Development Act allows only for programmes and qualifications registered at the NQF✓ and for accredited training providers ✓ in terms of the SAQA Act. The two Acts therefore have to be read together and anyone wishing to present training programmes✓ will have to familiarise themselves with SAQA's requirements.✓ **[4]**

QUESTION 6

6.1
- Each incident occurring at work or arising out of or in connection with the activities or persons at work, or in connection with the use of plant or machinery, in which or in consequence of the following occurred, shall be reported within the prescribed period:✓
- If any person died,✓
- became unconscious,✓
- suffered the loss of a limb✓
- or is otherwise injured to a degree that he/she is likely to die.✓
- A major incident occurred.✓
- The health or safety of any person was endangered.✓
- A dangerous substance was spilled.✓
- The uncontrolled release of any substance under pressure took place.✓
- Machinery or any part thereof fractured or failed resulting in flying, falling or uncontrolled moving objects.✓
- Machinery ran out of control.✓ (Any 7 × 1) (7)

Copyright reserved

6.2
- A traffic accident on a public road.
- An incident occurring in a private household.
- Any accident which is to be investigated under the Aviation Act. (3)

[10]

QUESTION 7

- The **agenda** is prepared before✓ the meeting takes place, but the **minutes** are compiled after✓ the meeting has taken place.
- The **purpose of the agenda** is to ensure that the matters requiring attention are not overlooked, to guide discussion✓ as to what item of business is to be dealt with next and to facilitate the transaction of business at the meeting. The **purpose of the minutes** of a meeting is to have a report✓ of the resolutions taken at a meeting and includes an impartial, brief version of the proceedings of the meeting.
- The **agenda** should be short,✓ clear, specific and unambiguous. The **minutes** are legally binding official records and may be used for future reference, which means no detail must be omitted.✓
- The **agenda** of the present meeting is read through✓ and additional general matters may be added. The **minutes** of the previous meeting is read, accepted as correct and signed by the chairman.✓ **[8]**

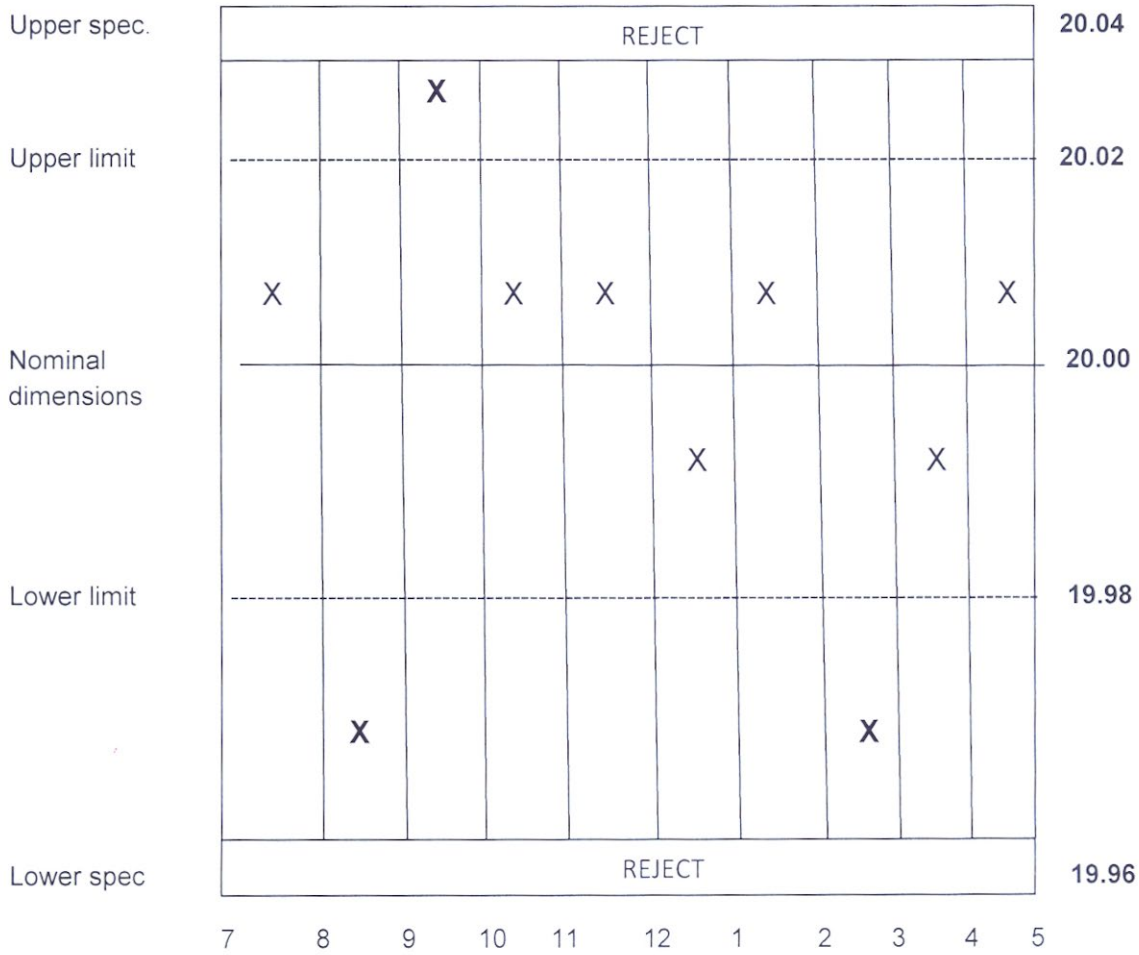
QUESTION 8

- **Why** is the job done in the first place?✓ Is each of the details necessary?✓
- **What** is done?✓ Have you recorded each detail so that you actually know what is done?✓
- **Where** is the work done?✓ Where should it be done to do it better, faster, more cheaply, more easily?✓
- **When** is it done?✓ When should it be done to do it better, faster, more cheaply, more easily?✓
- **Who** does it?✓ Who might be better equipped, better trained, have more available time to do it more cheaply?✓
- **How** is it done?✓ How could the method be improved by doing two or more operations at once, by mechanising it, by using a fixture?✓ (Any 5 × 2) **[10]**

QUESTION 9

- **Communicate with employees** about cost reduction in terms of their interests.✓ The supervisor should see their point of view, otherwise they will never be able to understand his/her reasoning. In face-to-face conversations, the supervisor should show employees how the company's interest in profit directly relates to their interest in higher wages and job security.✓
- **Bring the cost picture down to earth**.✓ Do not talk in global terms of standard costs, of productivity ratios or even about hard times. If company sales have fallen, talk in terms of its impact upon the services produced in your department.✓
- **Set specific goals**.✓ Don't say: 'We've got to cut costs to the bone.' Instead, suggest a specific program: 'Our records show that costs must be lowered by 10%. We have to devise a way✓ to improve our methods to do this.'
- **Invite participation**.✓ Let employees know that they need their help in solving cost problems and that help means more than cooperation. Tell them you need their ideas✓ as well and welcome any suggestions.
- **Explain why and how**.✓ The reason for each specific change should be spelled out. You need employees' help in deciding how to attain the cost-cutting goals you set.✓
- **Train for cost improvement**.✓ One of the key elements in quality-circle programs is the training provided to employees in the technique of problem solving and method improvement. Try to incorporate these self-development elements into your cost-improvement training activities.✓
- **Report cost progress**.✓ Score-keeping appeals to the needs of achievement in many employees. Reports of progress toward cost goals✓ (posted on bulletin boards) stimulate competitiveness and self-motivation. (Any 4 × 2) **[8]**

QUESTION 10



QUALITY-CONTROL CHART

(Each correct × = ½ mark)(10 × ½) (5)
(Dimensions) (2)
(Labelled chart) (3)
[10]

QUESTION 11

11.1
- Safer plant environment
- Fewer serious injuries
- Reduced production delays
- Equipment-value awareness
- Reduced operating costs

(Any 3 × 1) (3)

11.2 **COPE**

- **Construction**:✓ There is a tremendous range of possibilities of fire hazards such as wooden construction, floors, doors and ceilings. Fire spreads both vertically and horizontally. Building design✓ should take these factors in consideration and provide appropriate protection to control the spread of fires.
- **Occupancy**:✓This is the use of the premises by the occupants.✓ Some types of operations or processes create exposure to special hazards such as chemicals, flammable liquids, gases, combustible dust and explosives. Proper construction, size and location of buildings and storage of stock should receive attention.
- **Protection**.✓ Protection implies both public and private. A well-managed fire loss-control program uses available public protection (fire stations), together with a carefully-selected program of private protection facilities✓ such as sprinkler systems, portable fire-extinguishers which must be continually reviewed.
- **Exposure**.✓ Exposure must be considered from both the area surrounding the building as well as operations within the building. External exposure includes exposure to adjacent buildings which may be fire hazards.✓ (8)

[11]

QUESTION 12

The purpose of the grievance procedure is to remove workers' grievances.✓ This is important because the relations with the employer, management and other workers who may have grievances may become strained.✓ This will result in conflict which is dangerous for the organisation.✓ The grievance procedure can therefore be defined as an effort to maintain, promote or restore good relations.✓ To remove grievances it is important that all resources should be utilised. Although the grievance procedure was created for the individual worker, a 'collective' (mutual) grievance procedure may be followed when a more serious matter arises.✓ (Any 4 × 1) **[4]**

QUESTION 13

You as the supervisor should not be overconcerned about your predecessor's✓ remarks because he/she is not you and may have a completely different work approach than you have. If you are overconcerned, you might prejudge the situation which will cause the same problems.✓

You should find out what are the causes of stress✓ (physical as well as psychological), investigate the work environment and make every effort to build a good relationship with the workers.✓ Do not tell them about their previous supervisor's complaints. Investigate the work schedules and set up a proper time budget to control your time management✓ with respect to priorities. Distinguish between important and urgent work. **[5]**

TOTAL: 100

Copyright reserved