higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

29 JULY 2019

This marking guideline consists of 6 pages.

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QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2: MANAGEMENT AS A SCIENCE

- Peter Drucker says that social and political problems developed because work was increasingly being done by people with a high education
- who were contributing knowledge and working with their minds.
- There is a tendency to think of two classes in industrial society, i.e. 'the manager'
- and 'the workers'.
- This idea is not only dangerous, it is rapidly becoming completely fallacious (false). **[5]**

QUESTION 3: ORGANISATIONAL STRUCTURE

- Responsiveness:✓ With decision making pushed down to local level, the company can respond more quickly to customers and local conditions.✓
- Independence:✓ Decentralisation tends to stimulate creativity and independence in people at lower levels and helps build a pool of candidates for higher level positions.✓
- New technology:✓ New computer technology enables companies to decentralise authority to much greater extent than was previously possible.✓ (3 × 2) **[6]**

QUESTION 4: EMPLOYMENT OF PEOPLE

4.1 A selection test is a psychological test which is a systematic procedure for sampling human behaviour and describing it with the aid of a numerical scale. (2)

4.2 4.2.1
- Read through the job description and employee specification.
- Read each application and make a list of questions to ask each candidate.
- Privacy is most important.
- Check that the room is comfortable.
- Make sure that there are no personal or telephone interruptions. Switch off your cellphone. (5)

4.2.2
- Apply the company equity policy.
- Compare the selection tests and use the candidate with the highest score.
- Compare functional (Practical) tests.
- Most suitable candidate during the interviews.
- Compare qualifications and experience. (Any 3 × 1) (3)

[10]

QUESTION 5: OCCUPATIONAL HEALTH AND SAFETY

5.1
- If he/she is involved in any incident which may affect his/her health or which has caused an injury to him/herself,
- report such incident to his/her employer or to anyone authorised thereto by the employer,
- or to the health and safety representative,
- as soon as practicable but not later than the end of the shift during which the incident occurred. (4)

5.2
- Visit the site of an incident and attend any inspection in loco.
- Attend any investigation or formal inquiry held in terms of the Act.
- Inspect any document which the employer is required to keep.
- Accompany an inspector on every inspection.
- By approval of the employer be accompanied by a technical advisor on any inspection.
- Participate in any health and safety audit. (Any 4 × 1) (4)

[8]

QUESTION 6: MEETINGS

DUTIES: CHAIRPERSON
- Ensures that the meeting is properly constituted
- Guides the meeting in accordance with the agenda
- States the purpose of the meeting and determine the precedence of speakers
- Maintains good order
- Ensures that the proceedings and decisions are properly minuted and signed after confirmation

DUTIES: SECRETARY
- Compiles the notice and the agenda of a meeting in collaboration with the chairperson and sends these documents to the members
- Prepares the necessary documents for the meeting, organises the venue and keeps a list of members
- Handles the correspondence and drafts the minutes
- Responsible for the general administrative work and all the legal aspects of the organisation
- Responsible for financial matters if no treasurer has been appointed (2 × 5) **[10]**

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QUESTION 7: IMPROVING PRODUCTION

7.1 7.1.1 GANTT chart (An example from the workshop may be used.)

- This chart will organise various production orders, utilisation and sequence of machines
- for maximum productivity and time usage.
- Estimated time for each operation and machine is indicated on the chart.
- This chart prevents delays when one operation has to wait for a machine used in another operation. (Any acceptable equivalent)

7.1.2 PERT chart (Program Evaluation and Review Technique)

- This is a technique for planning any project
- that involves a number of different tasks that must be coordinated.
- It is a graphic technique that enables the planner to see the progressive relationships among many jobs.
- The technique emphasises the value of conceiving/doing two or more things simultaneously. (2 × 4) (8)

7.2 GANTT-PERT relationship

- It borrows the ideas of juggling a number of different but related tasks of varying time requirements from the GANTT chart.
- PERT ties these to the critical events as they should occur and demonstrates graphically how these are all tied together. PERT enables the planners to identify bottlenecks in a complex schedule, plan or program. (2)

[10]

QUESTION 8: PRODUCTION COSTS

8.1 E
8.2 D
8.3 A
8.4 B
8.5 F
8.6 C

(6 × 1) **[6]**

QUESTION 9: QUALITY

9.1

- It is the probability of a product performing a specific function, under given conditions, for a specific time without failure.
- It must measure what it is supposed to do and the circumstances in which it will be used.

9.2
- It is any variation (in the product or service) from the specifications that falls outside the prescribed tolerances
- that causes the product to be rejected, discarded or reworked or the service to be interrupted, declined or delayed.

9.3
- It is essentially a statement of precision
- that establishes limits within which the product or service must meet the specification.

9.4
- It is the written definition of the expected performance of a product or quality of service that causes the product to be rejected
- usually stated in finite measurements of size, shape, finish or durability.

9.5
- It is to remanufacture, do over, adjust, modify or otherwise repair a product or a service
- that has been rejected because of an observed or reported defect.

(5 × 2) **[10]**

QUESTION 10: LOSS CONTROL

10.1
- The manager will usually pay more attention to statistical or general information when expressed or associated with cost terminology.
- This principle can be applied to a broad spectrum of loss problems including, but not limited to, off-the-job and family accidents.

10.2
- People tend to be motivated to accomplish results you want, to the extent you show interest in the results they want to achieve.
- The principle of reciprocated interest means that if we want to sell management on any safety or loss-control idea we must present it in such a way that the receiver will recognise the value that he/she will gain toward those things he/she is interested in.

10.3
- 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 problems is clearly defined, the safety manager or loss-control manager has the challenge of communicating both the importance and urgency of committing the resources to the control of these problems. The principle of application can serve as a valuable tool in this regard.

10.4
- A manager is predominantly interested in those economic considerations affecting his/her own budget.
- This deep personal interest is very logical when we consider that promotions, merit increases and other things that really count largely depend on his/her ability to contribute to the profitability of the organisation.

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10.5
- In the absence of adequate historical information, it can be assumed that a manager will require more substantial evidence of need.
- Nearly every safety or loss-control specialist had a request of evidence from an operating manager to prove that losses in his/her immediate area of responsibility have occurred to justify the action suggested.

(5 × 2) **[10]**

QUESTION 11: GRIEVANCES

The workers' union representative:
- Plays a supporting and advisory role and can also act as a witness, should the grievance be referred to higher authority.
- He/she can emphasise the seriousness of the matter to management.
- He/she can also inform the worker that he/she has no leg to stand on and consequently time is not wasted.
- He/she can see to decisions being carried out and promises being fulfilled.

The personnel manager:
- Provides an auxiliary service by explaining and making available a grievance procedure, according to which workers' grievances must be handled.
- The personnel department also, as far as possible, gives information, guidance and training in order to bring more knowledge and understanding
- and to cultivate confidence in the use thereof. **[6]**

QUESTION 12: TIME MANAGEMENT

12.1
- Routine work such as checking time sheets, answering mail and handling normal paperwork
- Regular job duties, such as the important ones of supervising, training, controlling and appraising
- Special assignments, such as serving on committees or assisting on special projects
- Creative work such as developing new methods to improve your department's quality or productivity (4)

12.2
- Time is money. Time management is money management.
- If time is not managed, important jobs may not be done in time.
- Improper time management will cause stress and will worsen the situation.
- Subordinates will observe and have less confidence in their manager.
- In-time customer service will suffer. (5)

[9]

TOTAL: 100

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