higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

27 July 2021

This marking guideline consists of 7 pages.

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QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2

2.1
- Everyone's work should be clearly described and defined.
- The choice, training and placement of workers should be scientifically based.
- There should be co-operation between management and workers to ensure that the work will be done.
- Managers and workers each have their own responsibilities. Distinctions must be made between workers' responsibilities and they should not accept full responsibility for a task and its planning. (5)

2.2
- In a functional structure it is easier to manage work within the group because supervisors and subordinates share the same job-related knowledge.
- Labour costs are often lower than in a product-based structure because people working in the same kind of task are in one pool.
- In a product-based structure responsibility for each product can be pinpointed at the divisional level.
- Because everyone in a division focuses on just one product, that product is likely to be of higher quality.
- A team spirit will develop around each product line.
- Because division managers will have some independence in making decisions, they can respond more quickly to customer requests.
- A good candidate pool for top management can be developed. (5)

[10]

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QUESTION 3

NAME: .....DATE OF BIRTH: .....
SEX: MARITAL STATUS: ..... (1)

PRESENT POSITION: .....
DATES: FROM:..... TO: ..... (1)

PRIOR POSITIONS AT THIS COMPANY: (1)

POSITION: ..... DATES: FROM: .....TO: .....

EDUCATION:
1. .....
2..... (1)

OTHER SPECIAL COURSES:
1..... (1)
2..... (1)

CAREER INTERESTS: ..... (1)

PERFORMANCE IN CURRENT POSITION: (1)

Satisfactory	
Meets minimum requirements	
Fully satisfactory performance	
Consistently exceeds requirements	
Outstanding	

EVALUATION: ..... (1)

DEVELOPMENT NEEDS:..... (1)
[10]

QUESTION 4

4.1
- To develop the skills of the South African workforce.
- To increase the return on such investment.
- To encourage employers to use the workplace as an active learning environment.
- To encourage workers to participate in learnerships and other training programmes.
- To ensure quality of education and training in the workplace.
- To improve the employment prospects of those who were previously disadvantaged.
- To assist work seekers and retrenched persons to find employment.
- To assist employers to find qualified workers. (Any 5 × 1) (5)

4.2
- A grievance procedure is the procedure a that worker must follow in order to bring his/her grievances to the management's attention.
- A grievance assumes that management is prepared to listen to workers' grievances and affords every worker the opportunity to approach management with his/her grievances without fear of intimidation, discrimination or harm.
- It further says that each worker can know that his/her grievance(s), where necessary, will receive attention at management level.
- A grievance procedure explains, point by point, what path a worker must follow. It creates a channel for upwards communication.
- The procedure consists of a number of steps, with the right to appeal if a grievance cannot be resolved at a specific level. (5)

[10]

QUESTION 5

5.1
- Planning.
- Gathering the material (data, facts).
- Selection of material. Arrangement and organisation of information.
- Schematic presentation. Draft report.
- Writing and editing the report.
- Final presentation of the report. (6)

5.2

5.2.1 Ad hoc – For a special purpose.

5.2.2 Proxy – Authorisation to vote on behalf of another member.

5.2.3 Motion – Proposal made at a meeting.

5.2.4 Quorum – The minimum number of members who have to be in attendance in order for decisions to be legally binding.

(4 × 1) (4)

[10]

QUESTION 6

6.1
- Determine accurately how long future jobs will take.
- Establish reliable work schedules.
- Provide employees with specific work standards in terms of time allowed to get a job done or number of output units that must be produced in a certain period.
- Estimate the labour cost for products to be made or services performed.
- Provide a basis for employee wages.
- Provide fundamental measures for productivity. (5)

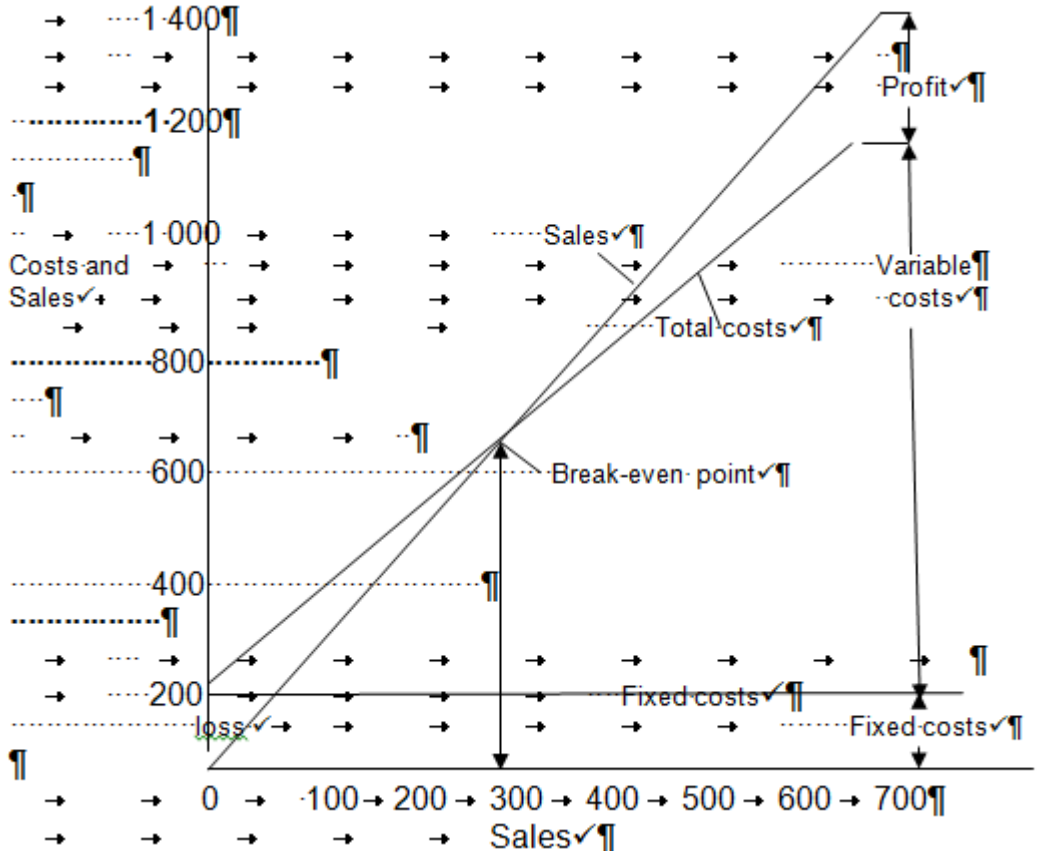
6.2 6.2.1 Mechanisation – The introduction of automation, computers and robots will increase speed, precision and efficiency. (1)

6.2.2 Plant and equipment – Up-to-date and well maintained facilities and equipment make a big difference in productivity. (1)

6.2.3 Scientific management – Better planning and co-ordination,✓ simplified methods, standardisation,✓ time and motion study, reduced waste and spoilage all contribute to increased productivity.✓ (3)

[10]

QUESTION 7



[10]

QUESTION 8

8.1
- Statistical quality control means that numbers (statistics) are used as part of the overall approach to control quality.
- Statistics are tools and in no way relieve supervisors or employees from a concern with quality. (2)

8.2 Frequency distribution chart: (Histogram: Tally card)✓ A chart indicating the various tolerances from the quality norm.✓

Quality-control chart:✓
An hour-by-hour, day-by-day graphic comparison of actual quality characteristics. The chart contains limits that reflect the person's or a machine's ability to produce, as shown by past experience.✓ (2 × 2) (4)

8.3
- The proper quality circle organisation must be in place (steering committee, facilitator, leader).✓
- Management must support the quality-circle concept and provide them with facilities, time and assistance and be prepared to listen to and act upon their suggestions.✓
- Members should be trained in group dynamics✓ and problem-solving techniques.✓ (4)

[10]

QUESTION 9

9.1 Reporting incidents:
Reporting to inspector regarding incidents occurring at work or use of machinery in which
- any person dies,✓
- becomes unconscious,✓
- suffers the loss of limb or part of a limb,✓
- injured or becomes ill to such a degree to be unable to work for at least 14 days,✓
- a major incident occurred.✓

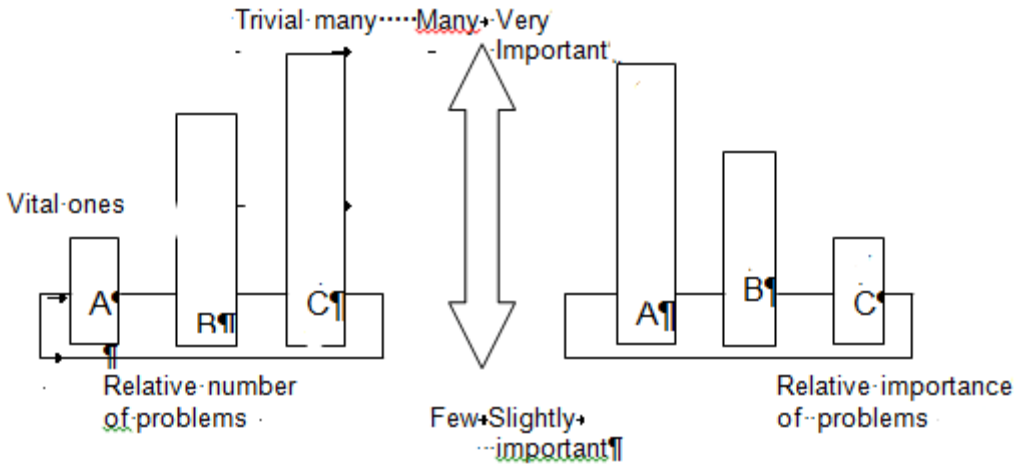
The health and safety of any person was endangered when:
- a dangerous substance was spilled,✓
- the uncontrolled release of any substance occurred,✓
- machinery failed resulting in uncontrolled moving objects or running out of control.✓ (8)

9.2 Loss-control refers to the big picture with regard to people, equipment, material and the environment✓ that management must consider in order to approach problems.✓ (2)

[10]

QUESTION 10

10.1 Chart: ONE mark for each correct label.



(8)

10.2 For ideal time management more time should be allocated on vital (important) activities (A)✓ and less time on trivial (less important) activities (C).✓ (2)

[10]

TOTAL: 100

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