



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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APRIL EXAMINATION

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

(4110504)

10 April 2013 (X-Paper)
09:00–12:00

This question paper consists of 6 pages.

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4
TIME: 3 HOURS
MARKS: 100**

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions.
 2. Read ALL the questions carefully.
 3. Number the answers according to the numbering system used in this question paper.
 4. Start each question on a NEW page.
 5. Keep ALL questions and subsections of questions together.
 6. Write neatly and legibly.
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QUESTION 1

Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.1–1.20) in the ANSWER BOOK.

- 1.1 Supervisors do not report directly to executive managers.
- 1.2 The natural leader organises rationally.
- 1.3 Planning is an intellectual activity.
- 1.4 Objectives are usually formulated for the short term.
- 1.5 The timing and quality of his/her decisions determine the success of a supervisor.
- 1.6 Responsibility refers to the person's duty to give an account of having executed his/her work in terms of set criteria and determined standards.
- 1.7 Routine problems are problems that occur infrequently.
- 1.8 One of the purposes of communication is to make planning and objectives known.
- 1.9 A person is completely happy when his/her physical and security needs as well as needs to belong and to be loved are satisfied.
- 1.10 A supervisor who exercises direct control does not gain the trust of his/her subordinates.
- 1.11 Corrective control takes place during work operations.
- 1.12 The purpose of education is to develop the individual.
- 1.13 During role play trainees have to memorise lines and rehearse.
- 1.14 Under the piecework system workers are paid a fixed amount for each item produced, regardless of the time taken to do the work.
- 1.15 Fringe benefits form part of the regular remuneration of an employee.
- 1.16 Quality must be defined in specific terms.
- 1.17 The employer initiates a disciplinary procedure.
- 1.18 A grievance procedure can be defined as an action on the part of management aimed at stopping the employee's disruptive behaviour.
- 1.19 An example of an unsafe situation is when an employee takes chances.
- 1.20 An accident is an undesired event that results in physical harm to a person and/or damage to property.

(20 × 1) [20]

QUESTION 2: INTRODUCTION TO SUPERVISION

- 2.1 A supervisor is a member of a team and deals with various groups of people.
Briefly state these groups of people. (4)
- 2.2 As a supervisor you need to manage resources in the most effective way. To accomplish this you need to carry out certain activities.
State the activities of the management process. (4)
[8]

QUESTION 3: PLANNING

There are various principles of planning which can assist the supervisor to plan more effectively.

Name EIGHT general principles of planning. [8]

QUESTION 4: ORGANISING

To be an effective supervisor you need to delegate duties and responsibilities to your subordinates.

State the different steps in the process that you as supervisor need to follow to achieve effective delegation in your department. [8]

QUESTION 5: LEADING

- 5.1 Explain *problem solving* and *decision making* in terms of who makes decisions, the aims of the organisation, the success of the leader and the relationship between problem solving and decision making. (4)
- 5.2 Briefly state FOUR points to keep in mind to rectify a breakdown in communication in your department and to create understanding. (4)
- 5.3 Complete the following sentences regarding Herzberg's two motivational tracks by writing only the missing word next to the question number (5.3.1–5.3.4) in the ANSWER BOOK.

Herzberg says that every human being has two motivational tracks. On a lower level people are motivated by hygiene, (5.3.1) ... and care factors. These factors physically maintain the existing physical situation, but do not motivate. If they are not present in the workplace, an employee will be dissatisfied and may look for another job that will provide these factors. They are called (5.3.2) ... motivators.

He says that people are motivated on a higher level by motivators which are embodied in the work itself. These motivators (or intrinsic factors) urge the workers towards better (5.3.3) Herzberg calls the job factors that provide genuine, positive motivation (5.3.4)

(4)
[12]

QUESTION 6: CONTROLLING

The controlling process requires continuous corrective action.

Draw a diagram showing a simple feedback process in the control of any operation. [8]

QUESTION 7: LABOUR RELATIONS

- 7.1 One of your employees started a fight with a fellow employee.
Name the procedure that you would follow. (1)
- 7.2 State SEVEN important points which should receive attention during the procedure mentioned in QUESTION 7.1. (7)
[8]

QUESTION 8: TRAINING

- 8.1 Name the TWO major ways according to Bittle of identifying training needs. (2)
- 8.2 Name any SIX organisational and production problems. (6)
[8]

QUESTION 9: FINANCIAL COMPENSATION

Briefly discuss the major purposes of wage and salary programs. [8]

QUESTION 10: INDUSTRIAL HOUSEKEEPING

- 10.1 In terms of accident prevention, generally accepted percentage values are given for each of the following statements.
Write only the percentage next to the question number (10.1.1–10.1.4) in the ANSWER BOOK.
- 10.1.1 What percentage of all accidents can be prevented? (1)
- 10.1.2 What percentage of all occupation-related accidents are caused by unsafe acts? (1)
- 10.1.3 What percentage of all occupation-related accidents are caused by unsafe conditions? (1)
- 10.1.4 What percentage of all occupation-related accidents are caused by acts of providence? (1)

10.2 There are several basic methods that can be used to prevent or reduce accidents.

State TWO such methods and give ONE example for each one.

(4)
[8]

QUESTION 11: QUALITY CONTROL

As supervisor you discover that your employees are not concerned about the quality of the products they produce.

Briefly state FOUR ways in which you would attempt to rectify this situation.

[4]

TOTAL: 100

