

higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

APRIL EXAMINATION

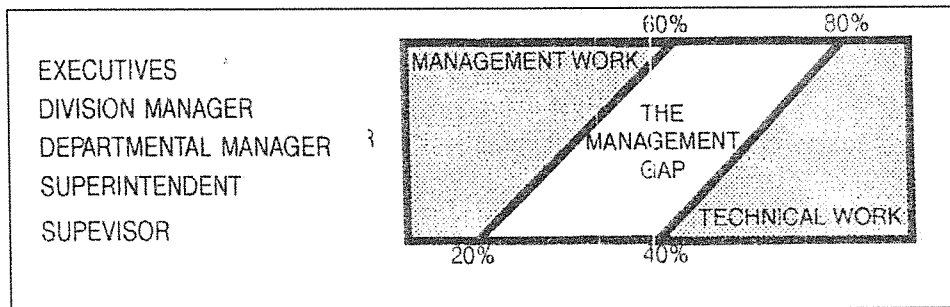
SUPERVISORY MANAGEMENT N4

9 APRIL 2014

This marking guideline consists of 6 pages.

QUESTION 1

1.1



A TYPICAL WAY OF MANAGING TIME

(5)

1.2

1.2.1

Leader who manages scientifically

(1)

1.2.2

- Specialises in management work
- Acts logically
- Promotion of group interests
- Maintains effective communication
- Controls by means of exception
- Organises rationally
- Decentralises authority

(Any 4 x 1)

(4)

[10]

QUESTION 2

2.1

Goals should be:

- Generally understood
- Concrete and specific
- Acceptable to those involved
- Balanced
- Achievable

(5)

2.2

A standard should be:

- Realistic - not too high or too low
- Practically acceptable to those who have to carry out the task
- Measurable (time, rate, tolerance, etc.)
- Flexible and adjustable
- Based on planning and should be related to objectives, programmes, schedules, budgets, policy, regulations and procedures

(5)

[10]

QUESTION 3

- 3.1
- It is concerned with grouping of tasks (the division of work) in such a way that planning is affected.
 - It is concerned with allocating duties, authority and responsibility without abdicating final responsibility.
 - It is concerned with determining relationships between various people to promote collaboration by means of co-ordination and job and duty descriptions.
 - It is concerned with a common effort to achieve set goals.
- Organizing is in essence, intellectual work or work that involves thought processes which carry out the planning process and therefore involves desk work. (5)
- 3.2
- Well-defined structure
 - Precisely identified beginning
 - Longer life span
 - Membership (by choice)
 - Definite aims
 - Division of work (2)
- 3.3
- A high level of proficiency will be maintained.
 - Maximum effectiveness will be attained and.
 - Resources will be applied economically. (3)
- [10]

QUESTION 4

- 4.1 4.1.1
- A problem can be described as a disturbance of an unsettled matter that demands a solution for productive functioning of an organisation.
 - It is an obstacle that stands in the way of achieving an objective. (2)
- 4.1.2 Change (1)
- 4.1.3 You find a problem by spotting a gap (deviation or change) between the actual and expected performance. (2)
- 4.2
- 4.2.1 Sender
 - 4.2.2 Channel
 - 4.2.3 Written
 - 4.2.4 Facial
 - 4.2.5 Understanding (5 x 1) (5)

4.3	4.3.1	C
	4.3.2	A
	4.3.3	B
	4.3.4	E
	4.4.5	D

(5 x 1) (5)
[15]

QUESTION 5

5.1 The basic purpose of controlling is to ensure that:

- Employees are at work on time
- Materials are not wasted or stolen
- Some persons do not exceed their authority
- Helps to guide you and your department to production goals and quality standards
- Managers realise planning
- Managers evaluate planning
- Managers make the necessary adjustments
- Managers establish if the actual activities are the same as the planned activities

(8)

5.2 'The principle of the critical few'

In any given group of occurrences, a small number of causes tends to give rise to the largest proportion of results.

(2)
[10]

QUESTION 6

- 6.1 Training
- 6.2 Expected
- 6.3 Informal
- 6.4 Formal
- 6.5 Scrap
- 6.6 Production
- 6.7 Operating
- 6.8 Accident
- 6.9 Overtime
- 6.10 Morale

(10 x 1) [10]

QUESTION 7

- A primary reason is competition for employees.
- The companies providing these benefits and services soon become known as 'good' workplaces. In order to recruit and retain workers, other companies do likewise.
- Some kinds of benefits are established to recruit and retain certain kinds of personnel.
- It is an investment by a company to spend money for the development of professional talent.
- This should pay off in the long run in improved performance.
- Some benefits are provided by employers because of a concern for the welfare of their employees.
- Health insurance plans offered by insurance companies are designed primarily for groups, thus lower costs.
- Enlightened self-interest is a motivating force.
- Employers know that prompt and proper medical treatment of illnesses yields a healthier work force.
- Top management feels that these programs will enhance employee morale, generate greater loyalty towards the firm, and thus provide a positive public relations image. [Beach, 1985:556/7] (10 x 1) [10]

QUESTION 8

FIVE guidelines for a supervisor:

- Quality must be built into a product. It cannot be done through inspection.
- Refuse to allow commonly accepted levels of delay or of mistakes, defective material or defective workmanship.
- Search continually for problems and seek ways to improve the system.
- Focus supervision on helping people to do a better job.
- Provide the tools and techniques that will enable people to have pride in their workmanship.
- Eliminate fear and encourage two-way communication.
- Break down barriers between departments. Encourage problem solving through teamwork.
- Implement a vigorous program of education and training to keep people abreast of new developments in materials, methods and machinery. (Any 5 x 1) [5]

QUESTION 9

9.1 A grievance procedure:

- A grievance procedure is merely the procedure which a worker must follow in order to bring his/her grievances to the notice of management.
- A grievance procedure 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.
- A grievance procedure further says that each worker can depend on it that his/her grievances, where necessary, will receive attention at management level.
- A grievance procedure explains, point by point, what path a worker must follow.
- It therefore creates a channel for communication from the worker to management, a so-called upwards communication channel.

(6)

9.2 FOUR basic methods of disciplinary action:

- An oral warning
- A written warning which is kept on the offender's personal file
- A temporary suspension
- Dismissal

(4)

[10]**QUESTION 10**

- 10.1 Worker
- 10.2 Worker
- 10.3 Employer
- 10.4 Worker
- 10.5 Worker
- 10.6 Employer
- 10.7 Worker
- 10.8 Worker
- 10.9 Employer
- 10.10 Worker

(10 x 1) [10]

TOTAL: 100