



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
NOVEMBER EXAMINATION
SUPERVISORY MANAGEMENT N4**

25 NOVEMBER 2013

This marking guideline consists of 7 pages.

QUESTION 1

- 1.1
- Energy and good health.
 - Ability to get along with people.
 - Job know-how and technical competence.
 - Self-control under pressure.
 - Dedication and dependability.
 - Teachability.
 - Problem-solving skills.
 - Leadership potential.
 - A positive attitude towards management.
- (Any 5 x 1) (5)
- 1.2
- Centralises decision-making
 - Takes intuitive action
 - Communicates one-way
 - Organises in terms of personalities
 - Control by inspection
- (5)
[10]

QUESTION 2

- 2.1
- 2.1.1 activity
- 2.1.2 objectives
- 2.1.3 predetermine
- (3 x 1) (3)
- 2.2
- It predetermines future purposes
 - It is the starting point of the management action
 - It provides time for reflection
 - It causes the supervisor to think continually about set objectives
 - It can lead to the better utilisation of people and resources
 - It reduces the chances of overlapping
 - It ensures better control
- (7)
[10]

QUESTION 3

3.1 FIVE obligations you, as supervisor, have with regard to the principle of objectives?

Be very critically focused towards what you have to attain, and obtain answers to the following questions:

Do you know exactly what is expected of you and your team of subordinates?

Do your subordinates know exactly what is expected of them?

Are the subordinates, allocated to you, adequate to reach the required goals?
Are they not perhaps too many, and if so, a more suitable work grouping should be done. (5)

3.2 3.2.1 objectives

3.2.2 logically

3.2.3 overlap

3.2.4 challenging

3.2.5 paths

(5 x 1) (5)
[10]

QUESTION 4

4.1 Step 1: Identity the problem
Step 2: Collect relevant information
Step 3: Establish the cause of the problem
Step 4: Determine alternative solutions
Step 5: Evaluate the pros and cons of the alternatives
Step 6: Choose the solution you think is best
Step 7: Plan of implementation
Step 8: Evaluate progress and results (8)

4.2 Lack of motivation on the side of the workers. (1)

4.3 **Principle of participation**

- Participation is a powerful motivator.
- It provides recognition, encourages affiliation and inclusion, and is a mark of self-esteem.
- Involve your people in the planning and decision making that affect their work or their working conditions.
- Ask their advice.

Principle of communication

- The more people know about a matter, the more interest and concern they will develop. When you make an obvious effort to keep your people informed, you are telling them: I think you are important. I want to be sure you know what is going on.
- The people should not only be informed about results achieved, but also about changes and progress.

Principle of recognition

- People will work hard if they get continuous recognition for their efforts.
- When you give credit to people who have earned it, you are making clear that you consider them important members of the team.
- Recognition must be sincere and should not be in the form of fake flattery.
- The recognition you give is multiplied if you give it in public, especially in the presence of your own boss.

Principle of delegated authority

- A supervisor should be prepared to delegate authority to capable people. In this way a person's position is enhanced, and this serves as a means of personnel development.
- Delegated authority also means that more people will be allowed to make decisions themselves in connection with their work within set guidelines.

(Any 3 x 2)

(6)

[15]

QUESTION 5

- 5.1 B
- 5.2 C
- 5.3 A
- 5.4 E
- 5.5 D

(5 x 2) [10]

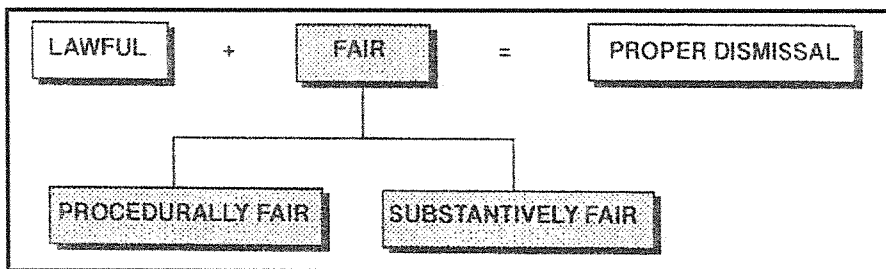
QUESTION 6

6.1 THE PURPOSE OF A GRIEVANCE PROCEDURE

- The purpose of a grievance procedure is to remove workers' grievances.
- The purpose of a grievance procedure can also be defined as an effort to maintain (preserve) and to promote or
- To restore good relations.
- The purpose is to prevent workers' grievances from accumulating and
- Becoming pent-ups, and to clear the air by informing management about the grievances.

(5)

6.2



BASIS OF A GOOD DECISION

(5)
[10]

QUESTION 7

- 7.1 True
- 7.2 False
- 7.3 True
- 7.4 False
- 7.5 False
- 7.6 True
- 7.7 True
- 7.8 False
- 7.9 True
- 7.10 True

(10 x 1) [10]

QUESTION 8

- 8.1 a defined and agreed standard of daily performance.
- 8.2 regardless of the time taken to do the work.
- 8.3 with the exception of the fact that the standard is expressed in time instead of money.
- 8.4 of the profits to be shared amongst the workforce.
- 8.5 to act as an incentive to increased effort (i.e. a motivator), and as a reward for the amount of work done.

(5 x 2) [10]

QUESTION 9

- Good housekeeping improves the working environment.
- This means more pleasant working conditions.
- Which arouses a desire in workers for greater efficiency.
- The end product is increased *production*.
- When an outsider finds everything at a factory systematically taken care of, he recognises that orderly arrangement not only leads to good accident records
- but indicates competent management and efficient workmanship.
- Housekeeping, then, includes both cleanliness and orderliness.
- Cleanliness usually requires clean-up work, but orderliness requires the application of management skills.
- The supervisor who can convey the message of orderliness - as well as cleanliness to each member of his work team will have taken a major stride toward improved efficiency of his operations.
- Elimination of many problems that possess the potential for causing downgrading incidents.

(10 x 1)

[10]**QUESTION 10**

- Quality must be built into the product. No one can inspect it in.
- 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 on supervision and helping people to do a better job.
- Provide the tools and techniques that will enable people to have pride in their workmanship.
- Eliminate fear. 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]**TOTAL:****100**