



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
NOVEMBER EXAMINATION
SUPERVISORY MANAGEMENT N4**

21 NOVEMBER 2016

This marking guideline consists of 6 pages.

QUESTION 1: INTRODUCTION TO SUPERVISORY MANAGEMENT

- 1.1
- Train your people, counsel and coach them, so that they can take over more and more of the technical work.
 - When you perform planning and controlling work, try to get the people who will carry out the plans and exercise the control to do as much as possible of the work
 - This will ensure a high degree of participation, so that people have a feeling of ownership and will strive to make their plans succeed.
 - In doing so, they are also taking the monkey off your back. (4 × 1) (4)
- 1.2
- Dissatisfaction among personnel
 - Work impoverishment takes place
 - Interest in work declines
 - Rising costs as opposed to lower productivity
 - A high personnel turnover occurs
 - Decision-making time lengthens (6 × 1) (6)
- [10]

QUESTION 2: PLANNING

- 2.1
- They should be generally understood
 - They should be concrete and specific
 - They should be acceptable to those involved
 - They should be balanced
 - They should be achievable (5 × 1) (5)
- 2.2
- It should be realistic – not too high or too low
 - It should be practically acceptable to those who have to carry out the task
 - It should be measurable (time, rate, tolerance, et cetera)
 - It should be flexible and adjustable
 - It should be based upon planning and should be related to objectives, programmes, schedules, budgets, policy, regulations and procedures (5)
- [10]

QUESTION 3: ORGANISING

- | | | |
|-----|---|--------------------|
| 3.1 | 3.1.1 C
3.1.2 D
3.1.3 A
3.1.4 E
3.1.5 B | (5 × 1) (5) |
| 3.2 | <ul style="list-style-type: none"> • While there are limits to what you can safely delegate, you can feel free in assigning to others all technical work possible and • All of the routine and detail work of managing. | (2) |
| 3.3 | <ul style="list-style-type: none"> • You can safely delegate everything BUT the work and the authority for which only you have the perspective to do it.✓ • You cannot safely delegate final management decisions (on overall operating problems) and✓ work which subordinates cannot perform effectively.✓ | (3)
[10] |

QUESTION 4: LEADING

- | | | |
|-----|--|----------------------------|
| 4.1 | <p>A problem can be defined</p> <ul style="list-style-type: none"> • as a disturbance of an unsettled matter • that demands a solution for productive functioning of an organisation. • An obstacle that stands in the way of accomplishing goals (Any 2 × 1) | (2) |
| 4.2 | <ul style="list-style-type: none"> • Is the present operator different from the old one? • Was a power source less regular than before? • Did the specifications change? | (3 × 1) (3) |
| 4.3 | <p>4.3.1 Understanding/Comprehension
4.3.2 Language/English
4.3.3 Greater/More
4.3.4 Emotions/Feelings
4.3.5 Understood/Grasped</p> | (5 × 1) (5) |
| 4.4 | <p>4.4.1 C
4.4.2 D
4.4.3 A
4.4.4 E
4.4.5 B</p> | (5 × 1) (5)
[15] |

QUESTION 5

- 5.1
- To make sure that employees are at work on time
 - That materials are not wasted or stolen
 - That some persons do not exceed their authority
 - Control helps to guide you and your department to production goals and quality standards
 - To realise planning
 - To evaluate planning if necessary
 - To make necessary adjustments
 - To establish if the actual activities are the same as the planned activities
- (8 × 1) (8)
- 5.2 In any given group of occurrences, a small number of causes✓ tend to give rise to the largest proportion of results.✓ (2)
[10]

QUESTION 6

- 6.1 Material/Work/Content
- 6.2 Demonstrates/Shows
- 6.3 Corrections/Rectification
- 6.4 Permits/Allows/Enables
- 6.5 Actual/Real
- 6.6 Accomplishment/Triumph/Success
- 6.7 Cheaper/Inexpensive/Economical
- 6.8 Short
- 6.9 Theory
- 6.10 Classroom
- (10 × 1) **[10]**

QUESTION 7: FINANCIAL COMPENSATION

- A primary reason is competition for employees.
 - The companies providing these benefits and services soon become known as 'good' places for which to work. In order to recruit and retain workers, other companies did 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 illness 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.
- (10 × 1) [10]

QUESTION 8: QUALITY

- Lack of training
- Poor communication
- Inadequate tools and equipment
- Insufficient planning
- Incomplete specifications and procedures
- Lack of attention or concern

(Any 5 × 1) [5]

QUESTION 9: LABOUR RELATIONS

- 9.1 A grievance can be defined as
- any aspect of the work with which the worker is unhappy✓
 - or in respect of which the worker feels that he/she is being offended.✓
 - This grievance is brought to the notice of the management.✓

A grievance procedure is merely the procedure✓

- which a worker must follow in order to bring his/her grievances
- to the notice of management.✓

(5)

9.2	9.2.1	Supervisor		
	9.2.2	Act/Behave		
	9.2.3	Shortcomings/Difficulties		
	9.2.4	Misconduct/Behaviour		
	9.2.5	Punishment/Action		
			(5 × 1)	(5)
				[10]

QUESTION 10: LOSS CONTROL AND INDUSTRIAL HOUSEKEEPING

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 × 1)	[10]
			TOTAL:	100