


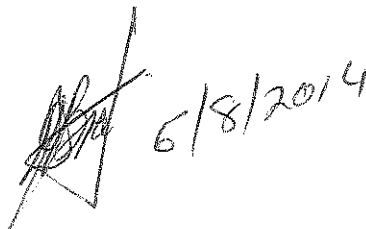
higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE
AUGUST EXAMINATION
SUPERVISORY MANAGEMENT N5
1 AUGUST 2014

This marking guideline consists of 5 pages.

 DHET  6/8/2014

QUESTION 1

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

(10 x 1) [10]

QUESTION 2

- 2.1 The supervisor deals with:
- His own immediate supervisor. Supervisors must dedicate themselves to the goals, plans and policies of the organization. The supervisor has to receive instructions and orders, and pass them on and see that they are carried out. In return, he must pass up the line information on what's going on.
 - Subordinates. He has to handle their moods and difficult attitudes, secure their cooperation, protect them from unfair treatment, motivate them and resolve individual problems and counsel them.
 - Colleagues. Compromise and conciliation are at the order of the day. Teamwork is essential in the supervisory ranks. The goals and activities of one department must harmonize with those of others. He cannot enforce his needs but must persuade and justify his requests.
 - Specialists. The relationship between supervision and staff departments is one of mutual support. These staff people are providing supervisors with guidance and help as well as prescribing procedures to be followed. Supervisors, in turn, aid the work of the staff departments by making good use of their advice and service and by conforming to their requests.
 - Trade union representatives (shop stewards). The increase in the influence and status of shop stewards has made a considerable difference in their relationship with supervisors. We have conflict here between the official leader of the work group and the elected leader. It is the responsibility of the supervisor to keep these relationships objective, to neither 'give away the shop' nor yield responsibility for the welfare of the organization and its employees.
- (5 x 2) (10)
- 2.2 Frederic Taylor – Management techniques:
- Time study
 - Performance
 - Planning
 - Scientific methods of work
 - Management control
 - Functional management.
- (6)

2.3 Specialisation standard: Managers are often frustrated because they do not know whether they are expected to be expert in technical or management work. The answer is to establish clearly that the first concern of managers is planning, organizing, directing and controlling the efforts of others, while that of technical specialists is planning, executing and controlling their own work. When managers recognize the difference between their management and technical responsibilities, they are better able to focus their energies on their most important tasks.

(4)
[20]

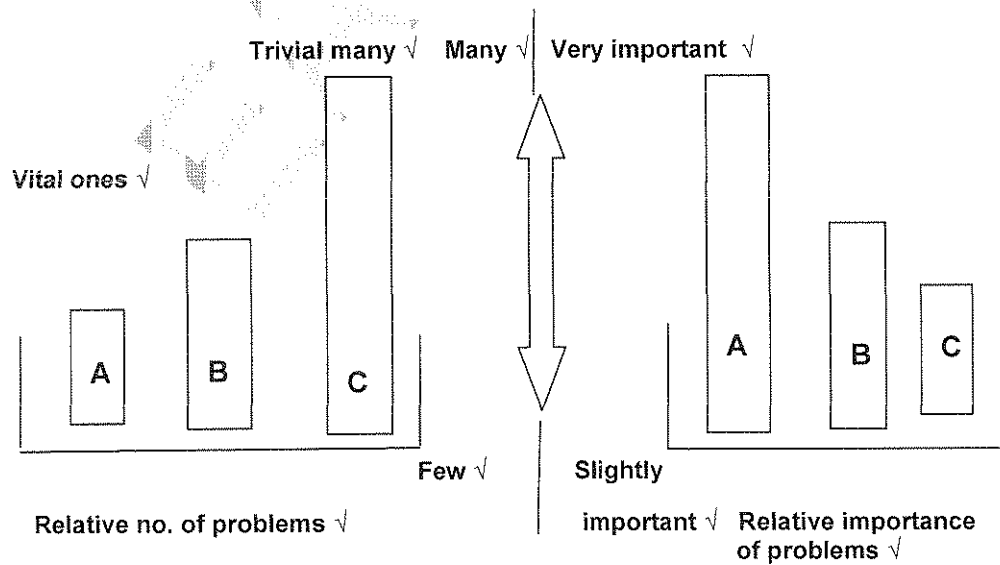
QUESTION 3

3.1 Strategic planning:

- Analyze and evaluate environmental influences.
- Political trends and legislation.
- Economic conditions such as competition, inflation and unemployment level.
- Local population trends – will it provide a sufficiently large workforce?
- Social trends in leisure time, consumer tastes and retirement.
- Technological advances.
- Identify the value and aspirations of the organization's directors and executives.
- Identify and evaluate the internal strengths and weaknesses of the organization.
- Create specific enterprise objectives.
- Project outputs of the planning process.

(10 x 1) (10)

3.2



(Diagram = 2 marks)

ABC Analysis

(10)
[20]

QUESTION 6

- 6.1 Flexible budget: This is a budget that presents several options based upon possible variations in output levels. Many expense budgets are presented as a set of budgets in order to anticipate the impact of possible changes in output levels. Such a flexible (variable) budget may offer several options to make allowances for variations in justifiable expenses for varying levels of output. (3)
- 6.2 Employee resistance – cost improvement:
- Communicate with employees about cost reduction in terms of their interests.
 - Bring the cost picture down to earth.
 - Set specific goals.
 - Invite participation.
 - Explain why and how.
 - Train for cost improvement.
 - Report cost progress.
- (7)
[10]

QUESTION 7

- 7.1 Grievance procedure – personnel department:
The personnel department provides an auxiliary service by explaining and making available a grievance procedure, according to which workers' grievances must be handled. It can, however, not be expected of the personnel department, to also deal with the workers' grievances. The personnel department also, as far as possible, gives information, guidance and training in order to bring home knowledge and understanding, and to cultivate confidence in the use thereof. (5)
- 7.2 Health and safety committee:
- A H and S committee may make recommendations to the employer or, where the recommendations fail to resolve the matter, to an inspector regarding any matter affecting the health and safety of persons at the workplace.
 - A H and S committee shall discuss any incident at the workplace or section thereof in which or in consequence of which any person was injured, became ill or died, and may in writing report on the incident to an inspector.
 - A H and S committee shall perform such other functions as may be prescribed.
 - The committee shall keep record of each recommendation made to an employer or the inspector.
 - A H and S committee or a member thereof shall not incur any civil liability by reason of the fact only that it failed to do anything which it or he may or is required to do.
- (5)
[10]

TOTAL: 100