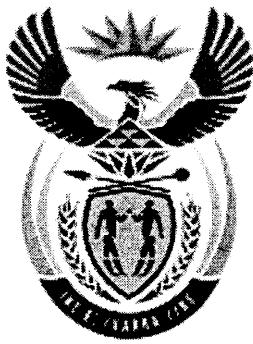


2011/04/31/3



# higher education & training

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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

T1680(E)(A6)T  
APRIL 2011

NATIONAL CERTIFICATE

## **SUPERVISORY MANAGEMENT N4**

(4110504)

**6 April (X-Paper)**  
**09:00 – 12:00**

**Candidates will require a pen, pencil, ruler and an eraser.**

**Calculators may be used.**

**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**

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**INSTRUCTIONS AND INFORMATION**

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

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

- 1.1 Non-managerial employees receive directions from supervisors.
- 1.2 The scientific leader acts logically.
- 1.3 Forecasting bridges the gap between where we are and where we want to be.
- 1.4 Forecasting is the assignment of available resources for the attainment of goals.
- 1.5 Scheduling is concerned with the grouping of goals.
- 1.6 Delegation is the work a supervisor must do to entrust others with responsibility and authority and to create accountability for results.
- 1.7 Accurate communication can only occur when both sender and receiver attach the same meaning to the symbols that compose the message.
- 1.8 Purposeful and effective decision-making depends on effective planning.
- 1.9 According to Maslow, the individual whose physical, security, belonging and love needs are satisfied is concerned with esteem needs.
- 1.10 A supervisor exercises direct control by means of oral or written reports.
- 1.11 Preventative control takes place at the output stage after a process begins.
- 1.12 Orientation is the guided adjustment of the employee to the organisation and work environment.
- 1.13 Case- study methods are used to simulate role-playing.
- 1.14 The word *salary* applies to compensation that depends on the number of hours worked.
- 1.15 A major purpose of a wage and salary program is to pay more to those who produce more.
- 1.16 A defect is any variation of the product or service that falls inside the prescribed tolerances.
- 1.17 A dismissal would be considered as procedurally fair if there was no clear

- 1.18 The 'right to associate' must not be distinguished from the 'right to organise'.
- 1.19 An example of an unsafe act is an overcrowded workshop.
- 1.20 An accident is an undesired event that results in physical harm to a person and/or damage to property. (20 × 1)

### **QUESTION 2: INTRODUCTION TO SUPERVISION**

There are basically two styles of management. State and discuss FOUR problems that could arise when a manager is not prepared to change his/her natural leadership style.

### **QUESTION 3: PLANNING**

The gap between actual performance and goals helps to identify problems. Draw a diagram that illustrates an example of a gap between actual performance and goals.

### **QUESTION 4: ORGANISATION**

As a supervisor you are accountable for reaching certain goals. Discuss FOUR requirements to achieve the assistance of workers in attaining these goals.

### **QUESTION 5: LEADING**

- 5.1 Describe the systematic decision-making process.
- 5.2 You notice that there is a breakdown in communication in your department. State, very briefly, FOUR points you would keep in mind to rectify this situation and to create understanding in your department.
- 5.3 How would you design a job so that workers are happy in their work?

### **QUESTION 6: CONTROL**

The purpose of control is to ensure efficiency throughout the organisation. Describe FOUR types of control.

## QUESTION 7: LABOUR RELATIONS

Indicate whether the following statements concerning the issues that determine the success of grievance and disciplinary procedures are TRUE or FALSE. Write only 'true' or 'false' next to the question number (7.1 – 7.8) in the ANSWER BOOK.

- 7.1 They exclude agreed rules that both parties should uphold and observe.
- 7.2 They serve the interests of both parties and need to be operated rigidly and with common sense.
- 7.3 They depend on goodwill and mutual trust between both parties.
- 7.4 They must be clearly understood and vigorously pursued in the best interests of all.
- 7.5 They are treated with an appropriate informality and expressed in writing.
- 7.6 They are comprehensive and specialised.
- 7.7 They must express past practice but they must also change when necessary.
- 7.8 They must be just and effective. |

## QUESTION 8: TRAINING

Orientation sessions should cover topics of interest to the employees as well as important issues. Name any EIGHT topics that should be covered in an orientation session. [

## QUESTION 9: FINANCIAL COMPENSATION

One of the most difficult things to achieve is a fair wage and salary structure. Discuss FOUR factors used by organisations when establishing wage and salary structures. [

## QUESTION 10: INDUSTRIAL HOUSEKEEPING

Your manager is concerned about the high accident rate in your workshop as a result of unsafe acts of the workers. Name EIGHT types of unsafe acts you would look for in your department. [

**QUESTION 11: QUALITY CONTROL**

Your fellow supervisor approaches you for advice concerning mistakes his/her workers continuously make when it comes to the quality of their workmanship. What possible potential causes of errors would you suggest he/she investigates?

**TOTAL:**