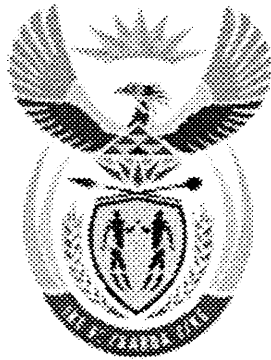


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**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**T2310(E)(N23)T
NOVEMBER 2011**

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

(4110504)

**23 November (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 5 pages.

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4
TIME: 3 HOURS
MARKS: 100**

INSTRUCTIONS AND INFORMATION

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

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 The term 'supervisor' has its roots in Latin, where it means 'looks over'.
- 1.2 The scientific leader acts illogically.
- 1.3 The further one plans in advance, the less chance there is that planning will change.
- 1.4 Goals are usually formulated over the short-term.
- 1.5 Scheduling is concerned with the grouping of tasks.
- 1.6 Accountability refers to the person's duty to give an account of having executed his work in terms of set criteria and determined standards.

- 1.7 Purposeful and effective planning depends on effective decision-making.
- 1.8 Accurate communication can only occur when both sender and receiver attach the same meaning to the symbols that compose the message.
- 1.9 One principle of motivation states that the more people know about a matter the less interest and concern they will develop.
- 1.10 A supervisor exercises direct control by means of personal discussion and observation.
- 1.11 Preventative control takes place at the output stage before a process begins.
- 1.12 Knowledge is a combination of relevant knowledge and physical abilities.
- 1.13 Case-study methods are used extensively in teaching law, labour relations and marketing.
- 1.14 The word 'wage' applies to compensation that depends on the number of hours worked.
- 1.15 Fringe benefits do not form part of the regular remuneration of one's employment.
- 1.16 A defect is any variation of the product or service that falls outside the prescribed tolerances.
- 1.17 A dismissal would be considered as substantively unfair, if there was no clear reason for the dismissal of the employee.
- 1.18 The purpose of discipline is to punish a worker.
- 1.19 An example of an unsafe condition is when a worker uses his/her hands instead of the apparatus provided.
- 1.20 Engineering revision refers to the improvement regarding guarding, work environment and work processes and procedures.

[20]

QUESTION 2: INTRODUCTION TO SUPERVISION

Your manager has a natural style of leadership. State and discuss FOUR problems that could arise when your manager is not prepared to change his natural leadership style.

[8]

QUESTION 3: PLANNING

3.1 When a supervisor does forecasting, he or she has to keep two principles in mind. Explain these TWO principles.

(4)

3.2 A supervisor has to apply certain guidelines when setting goals. Name FOUR of these guidelines.

(4)

[8]

QUESTION 4: ORGANISATION

As a supervisor, to do your job properly you need to delegate effectively. State EIGHT requirements you would have to keep in mind in order to achieve this.

[8]

QUESTION 5: LEADING

5.1 Briefly state FOUR steps in carrying out systematic problem-solving and decision-making.

(4)

5.2 How would you as supervisor get your people to listen to you and want to hear you?

(4)

5.3 The motivation of your workers is very necessary for the proper functioning of your department. Name FOUR principles that you would keep in mind when motivating your workers.

(4)

[12]

QUESTION 6: CONTROLLING

As a supervisor, you need to constantly exercise control in your department. Why do you think controlling is necessary?

[8]

QUESTION 7: LABOUR RELATIONS

7.1 Explain the difference between a *grievance procedure* and a *disciplinary procedure*.

(4)

7.2 In your capacity as a supervisor, what would you regard as very serious offences?

(4)

[8]

QUESTION 8: TRAINING

- 8.1 How would you, as supervisor, orientate a new worker in your department? (4)
- 8.2 As the supervisor, you realise that your workers are in need of training.
What formal approaches would you use to assess their training needs? (4)
- [8]**

QUESTION 9: FINANCIAL COMPENSATION

Name and give an example where possible, of FOUR types of benefits and services normally offered by companies to their employees.

[8]

QUESTION 10: INDUSTRIAL HOUSEKEEPING

Your manager instructs you to investigate at least FOUR basic methods of preventing accidents in your department. How would you go about this?

[8]

QUESTION 11: QUALITY CONTROL

- 11.1 What is meant by *quality*? (1)
- 11.2 Billions of rands are lost to poor quality, in two ways, corrective costs and preventative costs. How can poor workmanship and defective goods be prevented in the first place? (3)
- [4]**

TOTAL: 100