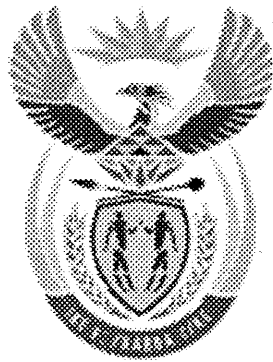


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# higher education & training

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

T2320(E)(N24)T  
NOVEMBER 2011

NATIONAL CERTIFICATE

**SUPERVISORY MANAGEMENT N5**

(4110515)

**24 November (X-Paper)**  
**09:00 – 12:00**

This question paper consists of 4 pages.

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING  
REPUBLIC OF SOUTH AFRICA  
NATIONAL CERTIFICATE  
SUPERVISORY MANAGEMENT N5  
TIME: 3 HOURS  
MARKS: 100**

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**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. 100 marks = 100%
  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 – 1.10) in the ANSWER BOOK.

- 1.1 When a worker is promoted to a supervisory position he/she should be paid more because he/she would have more responsibilities.
- 1.2 The supervisor does not have any dealings with the trade union representative.
- 1.3 A natural leader manages scientifically.
- 1.4 In a decentralised management structure the company can respond more quickly to customers.
- 1.5 Job analysis is the same as job evaluation.

- 1.6 A supervisor is not allowed to be present during a job interview for an applicant in his/her department.
- 1.7 A notice of a meeting precedes the minutes of the same meeting.
- 1.8 Setting up a time budget is a waste of time.
- 1.9 If an employee is confronted by a dissatisfied and difficult customer he/she may submit a grievance.
- 1.10 A supervisor should have accurate information about listed work in his/her department.

[10]

**QUESTION 2**

- 2.1 State the FIVE functions of the supervisor in the management process. (5)
- 2.2 Describe FIVE management techniques that Frederick Taylor believed would improve efficiency in the organisation. (10)
- 2.3 The structure of an organisation can make a difference in the ability to serve customers and to stay in business. State FIVE factors that will be affected by the structure decided upon. (5)

(5)  
[20]

**QUESTION 3**

- 3.1 Name FIVE sources that may be used for recruitment from outside. (5)
- 3.2 State briefly FIVE objectives of the Skills Development Act. (5)
- 3.3 One of the important duties of a supervisor is report writing. State 10 guidelines the supervisor may consider for writing a successful report. (10)

(10)  
[20]

**QUESTION 4**

- 4.1 One of the supervisor's greatest challenges is the proper utilisation of time. Explain briefly what is meant by the following:
  - 4.1.1 The 'activity trap' (2)
  - 4.1.2 The 'time trap' (3)

- 4.2 The foundation stone of productivity improvement is work measurement.
    - 4.2.1 State THREE ways in which work can be measured. (3)
    - 4.2.2 During work measurement data is collected and recorded. State SIX applications of work measurement data. (6)
  - 4.3 Quality circles may be used by the organisation as a form of participative management. Explain what a quality circle is, what it consists of and the function thereof. (6)
- [20]**

**QUESTION 5**

- 5.1 What is meant by *break-even analysis*? (5)
  - 5.2 What are the supervisor's most important functions with regards to the grievance procedure? (6)
  - 5.3 State FIVE roadblocks the supervisor may encounter with respect to implementation of a loss-control programme. (5)
  - 5.4 Fires are classified as A, B, C and D. State what type of fire each fire extinguisher is used for. (4)
- [20]**

**QUESTION 6**

State 10 functions of the health and safety representative. **[10]**

**TOTAL: 100**