



education

Department:
Education
REPUBLIC OF SOUTH AFRICA

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APRIL 2010

NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

(4110504)

9 April (X-Paper)
09:00 – 12:00

REQUIREMENTS:

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

Calculators may be used.

This question paper consists of 5 pages.

- 1.6 A principle of planning is the principle of management accentuation.
- 1.7 Policies are, in effect, master plans that have been derived from organisational objectives.
- 1.8 The principle of line loss states that the fewer people through whom a message has to pass, the greater the danger that the message will be distorted.
- 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 Corrective control takes place before the conversion phase of a supervisor's operations.
- 1.12 Training is a combination of relevant knowledge and physical abilities.
- 1.13 A survey is a formal approach to assessing training needs.
- 1.14 A weekly wage pay cheque will fluctuate according to the number of hours actually worked.
- 1.15 A direct value for a service such as the provision of a Christmas party by a company can be readily established.
- 1.16 Most of the reasons for employees making mistakes are not due to the employees themselves.
- 1.17 A disciplinary procedure is the procedure, which a worker must follow in order to bring his/her grievance to the notice of management.
- 1.18 The purpose of discipline is not to punish a worker.
- 1.19 An example of an unsafe condition is overcrowding in workshops.
- 1.20 An incident is an undesired event that could or does result in a loss.

[20]

PTO

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. [8]

QUESTION 3: PLANNING

3.1 When a supervisor carries out forecasting during the planning phase, he/she has to take certain steps. (4)

State any FOUR of these steps. (4)

3.2 Budgeting is the work that must be done in order to assign the available resources for the attainment of goals. (4)

Name the FOUR resources that budgeting is concerned with. [8]

QUESTION 4: ORGANISATION

Delegation is the entrusting of others with responsibility, authority and the creating of accountability for results and a supervisor needs to delegate effectively. [8]

State EIGHT requirements a supervisor would have to keep in mind to achieve this. [8]

QUESTION 5: LEADING

5.1 A problem is an obstacle that stands in the way of achieving an objective. Discuss the relationship between problem-solving and decision-making. (4)

5.2 State, very briefly, FOUR points you would keep in mind to rectify a breakdown in communication and to create understanding in your department. (4)

5.3 Abraham Maslow assumes that people always strive for something. Name FOUR types of needs identified by Abraham Maslow in correct sequence. [12]

QUESTION 6: CONTROLLING

Taking corrective action is one activity of the controlling process. Draw a diagram showing a simple feedback process controlling an operation. [8]

QUESTION 7: LABOUR RELATIONS

- 7.1 How does a grievance procedure differ from a disciplinary procedure? (4)
- 7.2 As a supervisor, what would you generally regard as serious offences? (4)

[8]

QUESTION 8: TRAINING

Orientation sessions should cover topics of interest to the employees as well as important issues.

State any EIGHT topics that should be covered in an orientation session.

[8]

QUESTION 9: FINANCIAL COMPENSATION

Fair wage and salary structures are difficult to achieve. Discuss the reasons for companies implementing wage and salary programs.

[8]

QUESTION 10: INDUSTRIAL HOUSEKEEPING

Indicate whether the following statements are an unsafe ACT or an unsafe CONDITION. Write only 'act' or 'condition' next to the question number (10.1 – 10.8).

- 10.1 Unsafe construction
- 10.2 Disorderly and haphazard planning
- 10.3 Working at unsafe speed
- 10.4 Defective working conditions such as rough, sharp or slippery surfaces
- 10.5 Overcrowding in workshops
- 10.6 Unsafe ventilation
- 10.7 Failure to secure machinery and materials
- 10.8 Rendering safety devices inoperative

[8]

QUESTION 11: QUALITY CONTROL

A colleague approaches you for advice regarding mistakes his/her workers continuously make concerning the quality of their workmanship. What advice would you give him/her?

[4]

TOTAL:

100