

2010/11/AS2



# higher education & training

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

T2400(E)(N24)T  
NOVEMBER 2010

NATIONAL CERTIFICATE

**SUPERVISORY MANAGEMENT N4**

(4110504)

**24 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 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. Read ALL the questions carefully.
  3. Number the answers correctly according to the numbering system used in this question paper.
  4. 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 Managerial employees receive directions from supervisors.
- 1.2 The scientific leader acts logically.
- 1.3 Planning 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 tasks.
- 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 Purposeful and effective decision-making depends on effective planning.
- 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 According to Maslow, the individual whose physical, security, belonging and love needs are satisfied is concerned with esteem needs.
- 1.10 A supervisor exercises indirect control by means of oral or written reports.
- 1.11 Preventative control takes place at the output stage before a process begins.
- 1.12 Orientation is the guided adjustment of the employee to the organization and work environment.
- 1.13 Case-study methods are used to simulate role-playing.
- 1.14 The word 'wage' 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 less.

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- 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 procedure unfair if there was no clear reason for the dismissal of the employee.
- 1.18 The 'right to associate' must not be distinguished from the 'right to organise'.
- 1.19 An example of an unsafe condition is an overcrowded workshop.
- 1.20 Engineering revision refers to the improvement to guarding, work environment and work processes and procedures. [20]

### QUESTION 2: INTRODUCTION TO SUPERVISION

Supervisors provide the vital linkage between management goals and meaningful workers effort. Draw a fully labelled diagram that illustrates the supervisor as a link person. [8]

### QUESTION 3: PLANNING

There are various principles of planning which when used correctly will assist the supervisor to plan more effectively. State EIGHT general principles of planning. [8]

### QUESTION 4: ORGANISATION

Complete the following sentences by filling in the missing word(s). Write only the word(s) next to the question number (4.1 – 4.8) in the ANSWER BOOK.

- Organising is concerned with grouping of (4.1) ... (the division of work) in such a way that (4.2) ... is effected.
- Organising is concerned with (4.3) ... duties, authority and responsibility without abdicating final (4.4) ... .
- Organising is concerned with determining (4.5) ... between various (4.6) ... to promote collaboration by means of co-ordination and job and duty descriptions.
- Organising is concerned with a common (4.7) ... to achieve set goals.
- Organising is in essence, (4.8) ... work or work that involves thought processes which carry out the planning process and therefore involves deskwork. [8]

**QUESTION 5: LEADING**

- 5.1 Briefly describe how a supervisor should systematically carry out problem solving and decision-making. (4)
- 5.2 Communication is complete only when it is understood in the mind of the sender and the receiver. Describe how interference could arise in the transmission of an idea from one person to another person. (4)
- 5.3 State FOUR critical factors of job design that will most likely increase the motivational aspects of work. (4)
- [12]

**QUESTION 6: CONTROLLING**

The purpose of control is to ensure efficacy throughout the organisation. Describe FOUR types of control that are most likely to aid or restrict supervisory actions. [8]

**QUESTION 7: LABOUR RELATIONS**

State the various issues, which determine the success of both grievance and disciplinary procedures. [8]

**QUESTION 8: TRAINING**

- 8.1 Orientation is the guided adjustment of the employee to the organisation and work environment. How do you see your role as the supervisor in orientating a new worker in your department? (4)
- 8.2 On-the-job training requires the supervisor to demonstrate the work himself/herself and carefully guide and observe the trainee as he/she performs the work. Briefly describe FOUR advantages of on-the-job training. (4)
- [8]

**QUESTION 9: FINANCIAL COMPENSATION**

An incentive pay plan is a method of calculating the pay of different kinds of workers. Discuss any FOUR types of incentive pay plans that organisations use to pay their workers. [8]

**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. List EIGHT types of unsafe acts you would look out for in your department.

**[8]**

**QUESTION 11: QUALITY CONTROL**

Briefly explain FOUR ways in which you as the supervisor would go about rectifying a situation where workers are not concerned about quality.

**[4]**

**TOTAL: 100**

