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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N5

(4110515)

28 July (X-Paper)
09:00 – 12:00

This question paper consists of 5 pages.

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N5
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. Full marks = 100%.
 6. Write neatly and legibly.
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QUESTION 1

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

- 1.1 A supervisor has a wider responsibility than the workers under his/her control.
- 1.2 The supervisor of a workshop may not use company tools at home.
- 1.3 The trade union representative (shop steward) is responsible for quality of work.
- 1.4 Workers' absenteeism has no effect on productivity.

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- 1.5 When a worker is promoted to supervisor he/she should concentrate less on technical functions.
- 1.6 In the management process the organising function comes first.
- 1.7 If a supervisor delegates a certain task to a subordinate he/she is still accountable for the results.
- 1.8 In a large multi-branch company centralised control slows responsiveness to customer needs down.
- 1.9 In modern business, communication by e-mail is the best way for a supervisor to give instructions to subordinates in his/her own department.
- 1.10 When recruiting a worker for electrical functions a colour-blind test is required.
- 1.11 A supervisor should initiate a disciplinary procedure for a worker with a poor attendance record.
- 1.12 If the worker in QUESTION 1.11 is not satisfied with the disciplinary procedure after the submission of medical certificates for his/her absence, he/she may lodge a grievance.
- 1.13 Quality circles will not work for employees working 'on the road'.
- 1.14 Errors may be caused by lack of training.
- 1.15 Poor time management by the supervisor will influence production.
- 1.16 A supervisor should not listen to a worker's personal problems.
- 1.17 The break-even graph is used to determine profit.
- 1.18 The salary of a foreman who supervises more than one division is an indirect cost.
- 1.19 A worker may neglect to report a minor injury at work because he/she is scared of the medical personnel.
- 1.20 The Occupational Health and Safety Act is not applicable to office workers.

[20]

QUESTION 2

- 2.1 Name FIVE different people the supervisor deals with in his/her role as supervisor. (5)
- 2.2 State briefly FIVE problems a natural leader may encounter if he/she fails to change his/her management style. (10)
- 2.3 Explain what Fayol means by the following principles and give also ONE example of each principle:
 2.3.1 Division of work (2)
 2.3.2 Authority and responsibility (3)
- [20]

QUESTION 3

- 3.1 State THREE characteristics of a good mission statement. (3)
- 3.2 State briefly FOUR strengths and FOUR drawbacks of a product-based (service-based) organisational structure. (8)
- 3.3 Define *human resources planning*. (3)
- 3.4 State the first SIX steps in the selection procedure. (6)
- [20]

QUESTION 4

- 4.1 State 10 requirements of a job description and specification. (10)
- 4.2 A subordinate in your department suggested an improvement regarding occupational safety in your department. Write a report to your manager to explain the suggestion and to obtain approval to implement the change. Consider the characteristics and style of a good report. (10)
- [20]

QUESTION 5

- 5.1 Productivity may be influenced by both technological and human factors. State FIVE human factors contributing to productivity. (5)
- 5.2 Explain the difference between *corrective costs* and *preventive costs* and also give TWO examples of each cost. (5)

5.3 State FIVE advantages of the program evaluation and review technique (PERT). (5)

5.4 Accidents have many disadvantages. It is often said that accidents will happen. A supervisor must take the responsibility to prevent accidents in his/her department.

State FIVE activities he/she should consider to prevent accidents. (5)
[20]

TOTAL: 100