



higher education
& training

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NATIONAL CERTIFICATE

SUPERVISORY MANAGEMENT N4

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09:00–12:00

This question paper consists of 7 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 according to the numbering system used in this question paper.
 4. Write neatly and legibly.
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QUESTION 1: INTRODUCTION TO SUPERVISION

1.1 The statements below describe the broad functions of the ongoing management process. 

Arrange the statements by writing only the letters (A–E) in the ANSWER BOOK in the correct sequence in which the functions are done.

- A Staffing: Selecting and placing the right number of people in the most appropriate jobs
- B Planning: Setting goals and establishing plans and procedures to attain them
- C Controlling: Regulating the process, its costs and the people who carry it out
- D Organising: Arranging jobs to be done more effectively 
- E Activating (directing): Motivating, communicating and leading (5)

1.2 Most firms have a set of criteria against which candidates are judged for the demanding role of supervisor.

Name FIVE sought-after qualities in a supervisor. (5)

[10]

QUESTION 2: PLANNING


2.1 The better the forecasting, the better an organisation is able to plan for the future.

State FIVE steps necessary for forecasting.  (5)

2.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (2.2.1–2.2.5) in the ANSWER BOOK.

2.2.1 Planning and achievement time devoted to a specific task need not correspond with the size and complexity of the task or objective to be attained.

2.2.2 Planning reduces the chances of overlapping.

2.2.3 Companies that decrease their personnel take longer to re-establish their position in a competitive market if the economy should later recover. 

2.2.4 Planning ensures better control.

2.2.5 People tend to oppose gradual change.

(5 × 1)

(5)

[10]

QUESTION 3: ORGANISING

- 3.1 Organising means arranging activities and resources by allocating duties, responsibilities and authority to people and determining relationships between them to promote collaboration and to achieve the objectives of the undertaking as effectively as possible.



Name FIVE characteristics of organising.

(5)

- 3.2 A supervisor delegates by entrusting others with responsibility, authority and by creating accountability for results.



List FIVE requirements for effective delegation.

(5)
[10]**QUESTION 4: LEADING**




- 4.1 Choose a description from COLUMN B that matches a statement in COLUMN A. Write only the letter (A–E) next to the question number (4.1.1–4.1.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
4.1.1	Identifying the problem	A	considering the advantages and disadvantages of different solutions, for example cheaper, faster, surer, quality, quantity
4.1.2	Collecting relevant information	B	planning the actions to start solving the problem
4.1.3	Determining alternative solutions	C	using information systems and consulting relevant people
4.1.4	Evaluating the pros and cons of the alternatives	D	getting to the core of a problem by using figures and various symptoms and finding the cause
4.1.5	Planning of implementation	E	using creative energy to find probable solutions used for similar problems

(5 × 1)

(5)

4.2 Indicate whether the following statements refer to COMMUNICATION or MOTIVATION. Write only 'Communication' or 'Motivation' next to the question number (4.2.1–4.2.10) in the ANSWER BOOK.

- 4.2.1 People forget easily, therefore steps must be taken to ensure that they remember important instructions.
- 4.2.2 Prompt people into participating. Get them on your side by listening carefully to questions and explanations from the audience. Ask questions about the ideas and experiences of the listener. 
- 4.2.3 Objectives are achieved by working with others. No matter how perfect your plans, organisation and controls, if you cannot build a team who is eager to do the work, you will not accomplish the results you want.
- 4.2.4 To encourage participation you must involve people in the planning and decision making affecting their work.
- 4.2.5 Your objective is to guide the thinking, understanding and acceptance of the listeners.
- 4.2.6 People should not only be informed about results, but also about changes and progress. 
- 4.2.7 Use words that cannot easily be misinterpreted through fear, distrust and suspicion.
- 4.2.8 People have different backgrounds, emotions, interests, knowledge and ambitions. They interpret what they hear according to their make-up and beliefs. This means that you have to know something about your audience.
- 4.2.9 A supervisor should be prepared to delegate authority to capable people. In this way a person's post is enhanced, and this serves as a means of personnel development. 
- 4.2.10 Recognition must be sincere and should not be in the form of fake flattery.

(10 × 1)

(10)
[15]

QUESTION 5: CONTROL

- 5.1 Describe the basic purpose of control. (8)
- 5.2 What does the principle of the *critical few* mean? (2)
- [10]**

QUESTION 6: TRAINING

- 6.1 Identify the type of classroom instruction technique described in each of the statements below by writing the answer next to the question number (6.1.1–6.1.7) in the ANSWER BOOK.
- 6.1.1 The trainer delivers a prepared address on a given topic, and is presumed to be knowledgeable on the subject.
- 6.1.2 In a meeting of a small group (15–20 persons) the leader seeks to develop knowledge and understanding by having trainees or students taking part in discussions.
- 6.1.3 Extensively used in teaching law, personnel management, labour relations, marketing, production management and business policy.
- 6.1.4 After having had sufficient time to plan their actions they must act spontaneously before the group.
- 6.1.5 A whole business is simulated and trainees are given information on financial, production, marketing and industrial relations as well as legal aspects of the organisation.
- 6.1.6 It is important that the key points of the task being learned are reproduced as accurately as possible in a simulated environment.
- 6.1.7 Students are given considerable choice in determining the place at which they learn, the screenings of the learning steps, the methods used in the process and the evaluation of their own learning. (7 × 1) (7)
- 6.2 Where and for whom is vestibule training (off-the-job-training) used? (3)
- [10]**

QUESTION 7: FINANCIAL COMPENSATION

- 7.1 Complete the following sentence by writing only the missing word next to the question number (7.1.1–7.1.2) in the ANSWER BOOK.
- The word service applies to such items as a company newspaper, athletic field or Christmas party for which a (7.1.1) ... money value for the individual employee (7.1.2) ... be readily established. (2)

7.2 Because of the high cost living wages and salaries are the most important aspects of employment.



Describe FOUR major purposes of a wage and salary program. (4 × 2) (8)
[10]

QUESTION 8: QUALITY CONTROL

Quality is the measure to which a process, product or service conforms to established requirements.

Briefly describe FIVE guidelines that should govern a supervisor's approach to quality. [5]

QUESTION 9: LABOUR RELATIONS

9.1 Workers perform a variety of tasks and work under many different circumstances and it is difficult to satisfy all workers in all circumstances.

Explain what a *grievance procedure* is. (6)



9.2 Arrange the basic methods of disciplinary action in an enterprise in the correct sequence. Write only the letter (A–D) in the correct sequence in the ANSWER BOOK.

A Temporary suspension

B Oral warning

C Dismissal

D Written warning which is kept on the offender's personal file



(4)
[10]

QUESTION 10: LOSS CONTROL

An accident is an unintended or unplanned happening that may or may not result in personal injury, property damage, work process stopping or interference, or any combination of these conditions under such circumstances that personal injuries might have resulted.



Name and explain FIVE basic practices to prevent accidents. (5 × 2) [10]

TOTAL: 100