



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE
NATIONAL CERTIFICATE
SUPERVISORY MANAGEMENT N4

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This marking guideline consists of 6 pages.

QUESTION 1

- 1.1
- Planning
 - Organising
 - Staffing
 - Activating/directing
 - Controlling
- (5)
- 1.2
- Dissatisfaction among personnel or constant grievance procedures and disciplinary actions
 - Work impoverishment takes place
 - Interest in work declines/lack of motivation
 - Quality of work declines
 - Rise in accidents because good housekeeping practices will fail
 - Rising costs and lower productivity
 - A high personnel turnover occurs
 - Decision-making time lengthens
- (Any 5 × 1) (5)
- [10]**

QUESTION 2

- 2.1
- | | | |
|-------|------------------------|--|
| 2.1.1 | Targets | |
| 2.1.2 | Planning | |
| 2.1.3 | Methods/ways | |
| 2.1.4 | Organisational/company | |
| 2.1.5 | Rules/instructions | |
- (5 × 1) (5)
- 2.2
- Identify the problem
 - Collect relevant information
 - Establish the cause of the problem
 - Determine alternative solutions
 - Evaluate the pros and cons of the alternatives
 - Choose the solution you think is best
 - Plan implementation
 - Evaluate progress and results
- (Any 5 × 1) (5)
- [10]**

QUESTION 3

- 3.1
- Avoids confusion and duplication of work
 - Saves time because time management can be implemented
 - Creates the correct division of labour
 - Allows the best selection of employees for a task/project
 - Defines lines of communication (who will report to whom)
 - More effective communication because of a line of authority
 - Optimal use of available resources such as materials and equipment
 - Delegation can be implemented more effectively (enough time)
 - Clarifies authority and responsibility
 - Establishes a sense of security (no chaos)
 - Increased motivation as all know what is expected of them (Any 5 × 1) (5)
- 3.2
- Supervisors must know their subordinates' qualifications.
 - They must trust their subordinates fully.
 - Their subordinates must be constantly lead by desire.
 - They must appreciate subordinates who do their work well or better than they themselves can.
 - They must train their subordinates to be efficient and effective. (Any 5 × 1) (5)
- [10]**

QUESTION 4

- 4.1
- To ensure the flow of information by conveying messages.
 - To publicise planning and objectives.
 - To ensure effective functioning of the organisation.
 - To ensure effective delegation.
 - To ensure the effective coordination of various tasks.
 - To bring about a mutual contract between people and tasks.
 - To facilitate guiding.
 - To ensure an effective control structure. (Any 5 × 1) (5)
- 4.2
- | | |
|-------|-----------------------------|
| 4.2.1 | Understanding/Comprehension |
| 4.2.2 | Language/English |
| 4.2.3 | Greater/More |
| 4.2.4 | Emotions/Feelings |
| 4.2.5 | Understood/Grasped |
- (5 × 1) (5)
- 4.3
- | | |
|-------|---|
| 4.3.1 | C |
| 4.3.2 | B |
| 4.3.3 | E |

4.3.4 A
4.3.5 D

(5 × 1) (5)
[15]

QUESTION 5

- 5.1
- To ensure that employees are at work on time.
 - To ensure that materials are not wasted or stolen.
 - To ensure that people do not exceed their authority.
 - To guide production goals and quality standards.
 - To realise planning.
 - To evaluate planning.
 - To establish a correlation between actual and planned activities.
 - To make necessary adjustments. (Any 6 × 1) (6)
- 5.2
- Establishing standards
 - Collecting data to measure performance
 - Comparing results with standards (evaluation)
 - Taking corrective action (4)
- [10]

QUESTION 6

- 6.1
- A newly appointed employee must feel wanted and needed.
 - Preparations must start in good time by informing existing employees of the new employee.
 - The need for the new appointment must be explained to prevent suspicion or resentment.
 - The new employee must be informed about the nature of his/her duties.
 - New employees must be presented to their colleagues.
 - New employees must be told what will be expected of them in terms of performance and conduct.
 - New employees should be informed about payment, promotion and benefits.
 - New employees must be shown their work area and facilities. (Any 5 × 1) (5)
- 6.2
- Trainees learn on the actual equipment in the job environment.
 - The feeling of accomplishment because trainees believe that they make useful products.
 - Cost-effective for the employer because only a few employees are trained.
 - Knowledge can be acquired and skills can be learned in a relatively short time.
 - A better knowledge of theory can be acquired compared the knowledge acquired in a classroom. (5)
- [10]

QUESTION 7

- 7.1
- Adds at least 10% to a basic wage.
 - Is easily understood by the workforce.
 - Relates to the measured effort.
 - Considers any special skills required or unusual working conditions
 - Money is paid into employees' bank accounts as soon as possible. (5)
- 7.2
- Company cars
 - Pension schemes
 - Sick pay/leave
 - Housing assistance
 - Low-interest loans
 - Discount purchases (Any 5 × 1) (5)
- [10]

QUESTION 8

- 8.1 C
- 8.2 A
- 8.3 D
- 8.4 E
- 8.5 B (5)
- [5]

QUESTION 9

- 9.1
- To listen to the evidence concerning the alleged breach of discipline.
 - To reach a verdict that is as fair and as balanced as possible, given the evidence.
 - To get a clear picture of the accused's disciplinary history.
 - To get the worker to accept responsibility for modifying his/her unacceptable behaviour by passing an appropriate sentence.
 - To prevent a recurrence of the incorrect behaviour or practices and/or decide whether any managerial or worker action could prevent a recurrence. (5)
- 9.2
- The purpose of a grievance procedure is to address workers' grievances. (5)
 - The purpose of a grievance procedure can also be defined as an effort to maintain (preserve) and promote or
 - restore good relations.
 - To prevent worker grievances from accumulating and their becoming angry.

- To clear the air by informing management about the grievances.

[10]

QUESTION 10

- 10.1
- Good housekeeping improves the working environment.
 - A neat environment means pleasant working conditions.
 - It inspires workers to strive after greater efficiency.
 - Good housekeeping results in increased production.
 - An orderly arrangement results in good accident records.
 - Reflection on competent management and efficient workmanship.
 - Housekeeping includes cleanliness and orderliness.
 - Cleanliness usually requires clean-up work, but orderliness requires the application of management skills.
 - A supervisor will motivate his team towards improved efficiency of operations.
 - Elimination of many problems that may cause downgrading.
(Any 5 × 1)
- (5)
- 10.2
- Unsafe actions are responsible for 88% of accidents.✓ Unsafe conditions, on the other hand, are responsible for only 10% of accidents in the workplace.✓
- (2)
- Training
 - Auditing
 - Consulting
- (3)
- [10]**

TOTAL: 100