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

## **SUPERVISORY MANAGEMENT N4**

(4110504)

**3 April 2020 (X-paper)**  
**09:00–12:00**

**This question paper consists of 8 pages.**

092Q1A2003


**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. Start each question on a new page.
  4. Number the answers according to the numbering system used in this question paper.
  5. Keep subsections of questions together.
  6. Write neatly and legibly.
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**QUESTION 1: INTRODUCTION TO SUPERVISORY MANAGEMENT**




- 1.1 Briefly describe THREE important principles regarding the managerial and technical work that managers and supervisors must keep in mind to perform to the best of their abilities.  (5)
- 1.2 Name FIVE characteristics of a natural leader. (5)
- [10]**

**QUESTION 2: PLANNING**

- 2.1 State FIVE guidelines an effective supervisor must keep in mind to set clearly defined goals.  (5)
- 2.2 Discuss the advantages that properly done budgeting has in the planning process. (5)
- [10]**

**QUESTION 3: ORGANISATION**



Choose a description from COLUMN B that matches a principle in COLUMN A. Write only the letter (A–J) next to the question number (3.1.1–3.1.10) in your ANSWER BOOK.

| COLUMN A |  | COLUMN B |  |
|----------|--|----------|--|
| 3.1      | Principle of accountability  | A        | person to whom one delegates must be able to handle the work and must have clearly-formulated goals and an understanding of what is expected  |
| 3.2      | Principle of span of control   | B        | if an employee has to report to more than one person, confusion arises   |
| 3.3      | Principle of willingness and proficiency   | C        | individuals and not groups are accountable for the results. Errors can be pinpointed quickly for corrective steps  |
| 3.4      | Principle of goals   | D        | tasks should not be delegated to a person who is unwilling or not qualified to complete it successfully  |
| 3.5      | Principle of unity of command  | E        | organisational structure, and specifically each department and section, must be constituted in such a manner that goals are still attained in the most economical manner   |
| 3.6      | Formal organisations  | F        | simple structure providing basic framework   |
| 3.7      | Principle of corresponding authority   | G        | supervisors, and any other category of workers, tend to give preference to the kind of work, product or area in their sections with which they are most familiar   |
| 3.8      | Line organisation  | H        | work given to subordinates must, as far as possible, be relevant to their abilities, training and interest   |
| 3.9      | Principle of specialisation  | I        | members join by choice    |
| 3.10     | Principle of management accentuation   | J        | authority given to a person should be related to (and be of the same kind as) the responsibility delegated to him  |



(10 × 1)

**[10]**

**QUESTION 4: LEADING**

- 4.1 Problems are solved by making decisions.
- 4.1.1  What is a *problem*? (2)
  - 4.1.2 How does a supervisor recognise a problem? (2)
  - 4.1.3 What causes a problem? (1)
- 4.2 Complete the following sentences by writing only the missing word next to the question number (4.2.1–4.2.5) in the ANSWER BOOK.
- 4.2.1 ... begins with the sender.
  - 4.2.2 Information is transmitted through a ...
  - 4.2.3 Verbal communication may be ... or oral. 
  - 4.2.4 ... communication may be conveyed by facial expressions.
  - 4.2.5 To accomplish improved communication an effort should be made to create ...
- (5 × 1) (5)

- 4.3 Choose a description from COLUMN B that matches a need in COLUMN A. Write only the letter (A–E) next to the question number (4.3.1–4.3.5) in the ANSWER BOOK.

| COLUMN A |  | COLUMN B |   |
|----------|--|----------|---|
| 4.3.1    | Physical or survival needs   | A        | individual whose physical needs and needs for security, belonging and love are satisfied becomes concerned with the need for self-respect and respect from others   |
| 4.3.2    | Security and safety needs  |          |   |
| 4.3.3    | Social needs  | B        | once a human being's most important physical needs are satisfied to at least a minimum and continuing degree the next type of needs that become dominant are the security and safety needs                      |
| 4.3.4    | Ego or esteem needs  |          |   |
| 4.3.5    | Self-realisation needs   | C        | so long as needs upon which health depends go unsatisfied, a person shows little interest in the other four types of needs  |
|          |  | D        | aimed at self-fulfilment; the desire to become one's best self; to realise one's capabilities to the fullest  |
|          |  | E        | also known as the belonging and love needs  |

(5 × 1)

(5)  
[15]


### QUESTION 5: CONTROL

- 5.1 The management function of controlling determines whether or not we stay on our planned course of action in order to reach our objectives.

Name and briefly describe THREE principles of controlling.

(6)

- 5.2 Write down the following FOUR steps of the control process in the correct sequence in the ANSWER BOOK.

Collecting data to measure performance  
 Establishing standards  
 Taking corrective action   
 Comparing results with standards (evaluation)

(4)  
[10]


**QUESTION 6: TRAINING**

Complete the following sentences by writing only the missing word or words next to the question number (6.1–6.10) in the ANSWER BOOK.

According to Bittel (1990:219) there are two major ways to identify (6.1) ... needs, which are gaps between (6.2) ... and actual performance.

These two ways – (6.3) ... and (6.4), ... – are both potentially useful.


Informally you should be on the alert for any of the following conditions:

- too much (6.5) ...; 
- below-standard (6.6) ... rates;
- out-of-line (6.7) .... costs;
- a high (6.8) ... rate;
- excessive (6.9) .... and even a general state of poor (6.10) ...

(10 × 1) [10]

**QUESTION 7: FINANCIAL COMPENSATION**

Complete the following paragraphs by writing only the missing word or words next to the question number (7.1–7.10) in the ANSWER BOOK.

The term (7.1) ... is used to describe the money paid to workers, which is (7.2) ... according to the number of hours worked or is based on (7.3) ... Thus, the weekly pay cheque will fluctuate as the number of hours actually worked varies. 

The word (7.4) ... applies to compensation that is (7.5) ... from one pay period to the next and does not depend upon the number of hours worked. Salary often implies a (7.6) ... distinction, because those on salary generally are (7.7) ..., administrative, professional, and executive employees, whereas wage-earners are designated as non-supervisory or (7.8) ... employees. Nowadays, these distinctions tend to be blurred: shop-floor workers are given staff status and executives can demand to be paid weekly.

(7.9) ... benefits means something in addition to (7.10) ... or salary that forms part of the regular remuneration for one's employment.'

(10 × 1) [10]


**QUESTION 8: QUALITY**

List FIVE possible reasons why workers in a unit make mistakes.

(5 × 1) [5]



**QUESTION 9: LABOUR RELATIONS**

9.1 A grievance procedure assumes that management is prepared to listen to workers' grievances and affords every worker the opportunity to approach management with his grievances without fear of intimidation, discrimination or harm. 


Name the FIVE steps of which a grievance procedure might consist. (5)

9.2 State which of the following offences are LESS SERIOUS, SERIOUS or VERY SERIOUS by writing only 'Less serious', 'Serious' or 'Very serious' next to the question number (9.2.1–9.2.5) in the ANSWER BOOK.

9.2.1 Being under the influence of alcohol or drugs on company premises

9.2.2 Loafing, wasting time or deliberately working slowly

9.2.3 Abusing sick leave benefits

9.2.4 Falsifying an accident report 

9.2.5 Insulting fellow workers, particularly regarding racial relations (5 × 1) (5)

**[10]****QUESTION 10: LOSS CONTROL**

10.1 Loss-control has to do with people, equipment, material and environment.


Name FIVE aspects with which total loss-control are concerned. (5)

10.2 State which of the following are unsafe ACTS or unsafe CONDITIONS by writing only 'Act' or 'Condition' next the question number (10.2.1–10.2.5) in the ANSWER BOOK.

10.2.1 Working without authority

10.2.2 Poor lighting

10.2.3 Arranging or placing objects unsafely

10.2.4 Order or bad planning 

10.2.5 Working at unsafe speeds (5 × 1) (5)

**[10]****TOTAL: 100**