JUNE 2013 EXAMINATION

DATE: 14 JUNE 2013

TIME: 14H00 – 16H00 TOTAL: 100 MARKS

DURATION: 2 HOURS PASS MARK: 40%

(Probus2)

PRODUCTION AND SUPERVISION

This examination paper consists of 4 sections:

SECTION A: consists of:
(i) 10 multiple-choice questions (10 marks)
(ii) 5 true or false questions (10 marks)
(iii) 10 matching-statement questions (10 marks)
Answer all the questions

SECTION B: consists of 8 short questions
Answer all the questions (30 marks)

SECTION C: consists of 2 long answer questions
Answer both questions (20 marks)

SECTION D: consists of 2 interpretative questions
Answer one of the questions (20 marks)

Instructions:
1. Read the following instructions carefully before answering the paper, as failure to act upon them will result in a loss of marks.
2. Write your answers in your answer book, which is provided in the exam.
3. Ensure that your name and student number are clearly indicated on your answer book.
4. Write your answers in either blue or black ink in your answer book.
5. Read each question very carefully before you answer it and number your answers exactly as the questions are numbered.
6. Begin with the question for which you think you will get the best marks.
7. Note the mark allocations for each question – give enough facts to earn the marks allocated.
   Don't waste time by giving more information than required.
8. You are welcome to use diagrams to illustrate your answers.
9. Please write neatly – we cannot mark illegible handwriting.
10. Any student caught cheating will have his or her examination paper and notes confiscated.
    The College will take disciplinary measures to protect the integrity of these examinations.
11. If there is something wrong with or missing from your exam paper or your answer book, please inform your invigilator immediately. If you do not inform your invigilator about a problem, the College will not be able to rectify it afterwards, and your marks cannot be adjusted to allow for the problem.
12. This paper may be removed from the examination hall after the examination has taken place.
SECTION A (30 MARKS)

ANSWER ALL THE QUESTIONS

(i) MULTIPLE-CHOICE QUESTIONS

Choose the correct option for each of the following. Write only the question number and your chosen answer. For instance, if you think that the correct answer for number 1 is (a), then write it as 1. (a).

1. Summary dismissal is defined as:
   
   (a) dismissal without pay.
   (b) dismissal while on leave.
   (c) dismissal without notice.
   (d) dismissal without severance pay.

2. The process of decision-making that is not binding on any one of the parties, is known as:
   
   (a) arbitration.
   (b) conciliation.
   (c) mediation.
   (d) conciliation and arbitration.

3. Which of the following parties form the tripartite relationship in industrial relations?
   
   (a) state, bargaining council, employer
   (b) state, employer and Nedlac
   (c) state, employer, COSATU
   (d) state, employer, employee

4. The Commission report in 1979 that made the most significant change by granting full freedom of association to employees of all race groups to join trade unions of their choice, is known as:
   
   (a) the Botha Commission.
   (b) the Mandela Commission.
   (c) the Riekert Commission.
   (d) the Wiehahn Commission.

5. The forum to promote employee participation in any workplace with more than 100 employees, is called:
   
   (a) the bargaining forum.
   (b) the shop steward forum.
   (c) the workplace forum.
   (d) the management forum.
6. An employee who has a grievance directly related to employment must raise it verbally with the immediate:

(a) shop steward.
(b) supervisor.
(c) CCMA.
(d) trade union.

7. Which one of the following is a disciplinary action that can be used for deliberate violation of safety rules?

(a) a verbal warning
(b) a written warning
(c) a final written warning
(d) dismissal

8. Any act or omission in an unfair manner that infringes or impairs the relationship between an employer and employee, is known as:

(a) unfair labour priority.
(b) unfair labour provision.
(c) unfair labour principle.
(d) unfair labour practice.

9. Which one of the following conflicts is a result of scare resources?

(a) organisational conflict
(b) intrapersonal conflict
(c) interpersonal conflict
(d) latent conflict

10. Which one of the following refers to fairness, i.e. the recourse of principles of justice to correct or supplement law?

(a) onus of proof
(b) equity
(c) unfair labour practice
(d) victimisation

(ii) TRUE OR FALSE QUESTIONS

Indicate whether the following statements are true or false. Motivate all your answers.

1. Supervisors do not have to schedule work.

2. The planning function includes the collection of human and material resources needed for the operation of the plan.

3. A satisfied need is a motivator.

4. Decision-making is the last step in preparing a plan to reach an objective.

5. Opportunities are things that limit your ability to carry out the plan. [5 × 2 = 10]
(iii) **MATCHING-STATEMENT QUESTIONS**

Match the terms in Column B to the statements in Column A. Write down the answers only, for example 1. (a).

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. respect that comes from a good reputation</td>
<td>(a) motivation</td>
</tr>
<tr>
<td>2. stimulate interest, the desire to achieve a goal</td>
<td>(b) values</td>
</tr>
<tr>
<td>3. a list of details, especially with regard to timeframes</td>
<td>(c) sales forecasting</td>
</tr>
<tr>
<td>4. being in charge, having to take care of something</td>
<td>(d) barrier</td>
</tr>
<tr>
<td>5. the feeling of satisfaction that comes from knowing one has achieved something to the best of one's ability</td>
<td>(e) communication</td>
</tr>
<tr>
<td>6. prevents or hinders progress</td>
<td>(f) deviation</td>
</tr>
<tr>
<td>7. the means of passing on information, feelings, news, etc. from one person to another</td>
<td>(g) schedule</td>
</tr>
<tr>
<td>8. the worth of something when compared with something else</td>
<td>(h) responsibility</td>
</tr>
<tr>
<td>9. prediction of the number of sales that will be made in a future time period</td>
<td>(i) self-fulfilment</td>
</tr>
<tr>
<td>10. different from the standard</td>
<td>(j) prestige</td>
</tr>
</tbody>
</table>
SECTION B: SHORT QUESTIONS (30 MARKS)

ANSWER ALL THE QUESTIONS

**QUESTION 1**
Identify the two functions of planning.  

**QUESTION 2**
Give four negative working conditions that impact on motivation.

**QUESTION 3**
Name the five factors, according to Herzberg, that motivate employees at work.

**QUESTION 4**
Explain the problems that could occur if upwards communication, from the workforce to management, is badly handled by the supervisor.

**QUESTION 5**
Name the three stages in which a supervisor manages time.

**QUESTION 6**
Give the two types of delegation.

**QUESTION 7**
Name the two basic types of factory layout used in industries.

**QUESTION 8**
Identify the four main functions of production management.
SECTION C: LONG ANSWER QUESTIONS

(20 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Give the reasons why employees engage in strike action. [5 \times 2 = 10]

QUESTION 2
(a) Identify five rewards for supervisors in terms of their responsibility. (5)
(b) Describe the factors that will influence the choice of production lines. (5) [10] [20]
SECTION D: INTERPRETATIVE QUESTIONS

(20 MARKS)

ANSWER ONE OF THE QUESTIONS

QUESTION 1

(a) Complete the table below by providing the causes and possible solutions with regard to poor meetings.

<table>
<thead>
<tr>
<th>Causes</th>
<th>Possible solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose of the meeting not clear</td>
<td>i.</td>
</tr>
<tr>
<td>i.</td>
<td>Invite only those needed the most</td>
</tr>
<tr>
<td>Too many meetings</td>
<td>iii.</td>
</tr>
<tr>
<td>Poor / no minutes</td>
<td>iv.</td>
</tr>
<tr>
<td>Irrelevant talk</td>
<td>v.</td>
</tr>
</tbody>
</table>

(5)

(b) Identify five techniques that can be used to improve an employee’s performance and increase productivity.  

(5)

(c) Discuss the term 'job production'.  

(5 × 2 = 10) [20]

OR

QUESTION 2

(a) Briefly explain five basic principles of planning.  

(5 × 2 = 10)

(b) Name the basic steps in the control process, in sequence.  

(6)

(c) Give four basic rules for ensuring proper health and safety management.  

(4) [20]