higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE

## SUPERVISION IN INDUSTRY N3

## 5 December 2023

**This marking guideline consists of 7 pages.**

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## QUESTION 1: WORKING CONDITIONS

1.1
- Helps employees to identify hazards/dangers
- Provides early caution against hazards
- Reduces accidents
- Indicates/Marks safe walkways
- Encourages caution for physical hazards (Any 3 × 1) (3)

1.2
- Thermal protection/insulated clothing
- Insulated gloves to protect hands
- Ear protection, e.g. earmuffs
- Head protection like caps
- Insulated safety boots or shoes to keep wet and cold out
- Woollen/Thermal socks to keep feet warm (Any 4 × 1) (4)

1.3
- Fuel
- Heat
- Oxygen (3)

**[10]**

## QUESTION 2: CONDITIONS OF SERVICE

2.1
2.1.1 False
2.1.2 True
2.1.3 True
2.1.4 False
2.1.5 True

(5 × 1) (5)

2.2
- A high turnover rate can result in low employee morale.
- Employees could have increased workloads and could be overworked.
- Employees have additional responsibilities due to a lack of an active or trained workforce.
- The company environment may become less efficient because of a shortage of staff.
- Existing staff are continuously called upon to train new people.
- Existing employees may become frustrated.
- In the case of frequent retrenchments, existing employees may become insecure and anxious about their jobs.
- Frustrated or insecure employees may apply for positions elsewhere.
- Machinery may stand idle and production will decrease because of staff shortage.
- Continuous training may cause excessive wastage that would be costly for the company.
- Because of decreased production and increased costs, potential bonuses may be lost. (Any 5 × 1) (5)

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2.3
- There is no incentive to work harder.
- There is no reliable data available for production planning.
- When work is scarce, a person might do anything to keep the job.
- Remuneration is based on time – not only productive time.
- This can lead to unnecessary overtime being claimed.
- The quality of the work depends on how hard people work. (Any 5 × 1) (5)

**[15]**

## QUESTION 3: COMMUNICATION

3.1
3.1.1 nonverbal
3.1.2 receiver
3.1.3 Vertical
3.1.4 formal
3.1.5 external

(5 × 1) (5)

3.2
- To inform
- To stimulate action
- To persuade
- To socialise
- To understand
- To entertain
- To educate
- To command (Any 4 × 1) (4)

3.3
- Ensure that the instruction is clear and understandable.
- If possible, put the instruction in writing.
- Ask the employee to repeat what you have told him/her.
- Allow the employee to ask questions if in doubt. (4)

3.4
- Accuracy
- Clarity
- Brevity
- Coherence (Any 2 × 1) (2)

**[15]**

## QUESTION 4: MOTIVATION

4.1 A negative approach to human relations✓ in which management presumes that most people do not like to work,✓ avoid responsibility and prefer job security.✓ Because of this dislike of work, most people must be controlled or threatened with punishment✓ to achieve company goals.✓ (5)

4.2
- Excessive tardiness (especially Monday mornings)
- Leaving work early
- Monday and/or Friday absence
- Pattern of repeated absence
- Multiple instances of unauthorised leave
- Improbable excuses for absence
- Excessive sick leave
- Higher absenteeism for flu, colds, gastritis, etc.
- Absenteeism on the job
- Frequent trips to the restroom, water fountain, parking lot, etc.
- Long coffee breaks
- Physical illness on the job (Any 5 × 1) (5)

4.3
- Interesting, challenging work
- Utilisation of one's capabilities
- Opportunity to do something meaningful
- Recognition for achievement
- Sense of achievement
- Access to information
- Involvement in decision making
- Acknowledgement
- Work itself
- Responsibility
- Growth/Progress/Promotion (Any 5 × 1) (5)

**[15]**

## QUESTION 5: DISCIPLINE

5.1

| | |
|---|---|
| 5.1.1 | C |
| 5.1.2 | A |
| 5.1.3 | B |
| 5.1.4 | E |
| 5.1.5 | D |

(5 × 1) (5)

5.2
- Ensure that employees are aware that absenteeism is strictly monitored.
- Ensure that records are accurate.
- Take measures to prevent individuals from finding a loophole to fake attendance e.g. employees sometimes clock in or sign in for absent colleagues.
- Ensure that all employees understand the absenteeism policy.
- Be aware of falsified doctor's notes. If they seem suspicious, contact the doctor to ensure that the note is authentic.
- Keep each employee aware of leave so that they know how much is used and how much is available.
- Act against employees who develop chronic absenteeism.

(Any 5 × 1) (5)

5.3
- Economic considerations/worry about losing their jobs
- Possible inconvenience/worry they may have to travel much further
- Uncertainty about the unknown/worry about added job description/ responsibilities
- Threat to a social relationship/worry about whom they will work with
- Resistance to change affecting status symbols/reputations (5)

**[15]**

## QUESTION 6: LEADERSHIP

6.1 6.1.1 goals
6.1.2 production
6.1.3 adapt
6.1.4 democratic
6.1.5 trust

(5 × 1) (5)

6.2 6.2.1 The Autocratic leader gives commands and insists on them being carried out.✓ They determine the policy of the group without consulting its members.✓ They give no information about plans✓, but only inform the group about the immediate steps to be carried out.✓ They praise or criticise each member on their initiative.✓ They remain superior to the group.✓ (Any THREE)

6.2.2 The Democratic leader gives commands only after they have discussed them with the group.✓ They see to it that decisions are determined by the group through discussions✓ and that they are accepted by the group.✓ They never ask someone to do something before they have sketched the long-term plan for that person.✓ They make it clear that praise and blame must be a group decision.✓ They take part in group activities as a member of the group.✓ (Any THREE)

(2 × 3) (6)

6.3
- Supervises the work of subordinates
- Coaches/guides
- Resolves issues/grievances/complaints
- Trains subordinates
- Guides the actions of employees (Any 4 × 1) (4)

**[15]**

## QUESTION 7: HUMAN RELATIONS

7.1
- Exclamations of surprise – lack of transparency and/or honesty
- Expressions of over-concern – dishonest or deceptive behaviour
- Criticising the subordinate
- Threatening the subordinate
- Arguing with the subordinate
- Rejecting the subordinate
- Making false promises (Any 5 × 1) (5)

7.2
- The individual is emphasised and there is a trend towards greater freedom, initiative and responsibility.
- People are unwilling to accept unexplained orders.
- They want to participate in the decisions that affect them.
- There has been a great improvement in the standard of education of the labour force.
- Employees have greater demands and an increasing need for recognition of the individual as a person, rather than as merely part of a work unit. They require more of leaders.
- Where before they could solve most technological problems, they are now dependent on others at the technical level.
- As a result, there is a greater need for cooperation with emphasis on techniques of supervising groups and related various tasks. (Any 5 × 1) (5)

7.3
- Permit the group to set their goals along with you.
- Establish ground rules for their participation beforehand.
- Show them that goals are attained through group action.
- Make it clear that you will always retain veto power over a group decision.
- Provide enough information for the group so that they can see situations as you do. (5)

**[15]**

**TOTAL: 100**

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