higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# NATIONAL CERTIFICATE

# SUPERVISION IN INDUSTRY N3

(4110053)

**5 December 2023 (X-paper)**
**09:00–12:00**

**This question paper consists of 6 pages.**

268Q1G2305

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# DEPARTMENT OF HIGHER EDUCATION AND TRAINING
# REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
SUPERVISION IN INDUSTRY N3
TIME: 3 HOURS
MARKS: 100

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**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. Use only a black or blue pen.
5. Write neatly and legibly.

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## QUESTION 1: WORKING CONDITIONS

1.1 Give THREE reasons why colour codes are used in a factory. (3)

1.2 State FOUR PPE precautionary measures that employees must take when working in cold environments. (4)

1.3 Name the THREE elements that should be present for a fire to occur. (3)

**[10]**

## QUESTION 2: CONDITIONS OF SERVICE

2.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (2.1.1–2.1.5) in the ANSWER BOOK.

2.1.1 If an employee resigns from his/her job, he/she loses his/her pension.

2.1.2 Job pricing is the assignment of specific wages and salary rates to various jobs.

2.1.3 Fringe benefits are an example of indirect compensation for work done.

2.1.4 Special training facilities and instructional staff are required for on-the-job training.

2.1.5 An induction or orientation session helps new employees to adjust.

(5 × 1) (5)

2.2 Explain FIVE negative effects that a high labour turnover rate may have on employees. (5)

2.3 Give FIVE disadvantages of the time-basis method of labour remuneration. (5)

**[15]**

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## QUESTION 3: COMMUNICATION

3.1 Choose the correct term from those in brackets. Write only the answer next to the question number (3.1.1–3.1.5) in the ANSWER BOOK.

3.1.1 Nodding one's head in agreement is an example of (verbal/nonverbal) communication.

3.1.2 The (feedback/receiver) interprets the message from the sender.

3.1.3 (Horizontal/Vertical) communication occurs when I am discussing a work-related issue with my supervisor.

3.1.4 An accident report is an example of (formal/informal) written communication.

3.1.5 Poor reception will cause an (external/internal) physical barrier to communication.

(5 × 1) (5)

3.2 State FOUR functions of communication. (4)

3.3 Explain FOUR ways in which a supervisor can ensure that instructions given are clearly understood by employees. (4)

3.4 Name TWO basic conditions for effective communication. (2)

**[15]**

## QUESTION 4: MOTIVATION

4.1 Briefly discuss the *Theory X* concept of motivation according to Douglas McGregor. (5)

4.2 Name FIVE behavioural patterns of attendance that would indicate an employee is unhappy, dissatisfied with their job or troubled in some way. (5)

4.3 State FIVE motivational factors that will determine the performance of employees according to Frederick Hertzberg. (5)

**[15]**

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## QUESTION 5: DISCIPLINE

5.1 Choose a description from COLUMN B that matches a term in COLUMN A. Write only the letter (A–E) next to the question number (5.1.1–5.1.5) in the ANSWER BOOK.

| COLUMN A | | COLUMN B | |
|---|---|---|---|
| 5.1.1 | Disciplinary procedures | A | extremely grave offences |
| 5.1.2 | Dismissal | B | people fear the unknown |
| 5.1.3 | Resistance to change | C | motivate employees to comply with the company's standard of conduct |
| 5.1.4 | Absenteeism | D | direct and provocative challenge to authority |
| 5.1.5 | Insubordination | E | credit and recognition for good attendance |

(5 × 1) (5)

5.2 Explain FIVE ways in which a supervisor can control employee absenteeism in the workplace. (5)

5.3 Give FIVE reasons for resistance to change on the part of the employee. (5)
**[15]**

## QUESTION 6: LEADERSHIP

6.1 Choose the correct term from those in brackets. Write only the answer next to the question number (6.1.1–6.1.5) in the ANSWER BOOK.

6.1.1 The function of leadership is to motivate all employees to contribute and work towards the company (goals/discipline).

6.1.2 Good leadership will result in increased (lack of morale/production) in the workplace.

6.1.3 Flexibility, as a good leadership trait, means having the ability to (adapt/resist) a change of attitude to suit a changed situation.

6.1.4 A people-centred leader is described as a/an (democratic/autocratic) leader.

6.1.5 A positive leader must try to develop his/her employees and (control/trust) them.

(5 × 1) (5)

6.2 Discuss each of the following leadership styles:

6.2.1 Autocratic leader

6.2.2 Democratic leader

(2 × 3) (6)

6.3 State FOUR responsibilities of supervisors toward their subordinates. (4)
**[15]**

**QUESTION 7: HUMAN RELATIONS**

7.1 Name FIVE things a supervisor must avoid if he/she wants to maintain good relations with subordinates. (5)

7.2 Explain FIVE ways in which society has created a need for new patterns of supervision. (5)

7.3 Explain FIVE ways in which supervisors can set goals with their employees without sacrificing authority. (5)
**[15]**

**TOTAL: 100**

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