higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

SUPERVISION IN INDUSTRY N3

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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

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. Start each question on a new page.
5. Use only a blue or black pen.
6. Write neatly and legibly.

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QUESTION 1: WORKING CONDITIONS

1.1 Explain the term *plant housekeeping*. (2)

1.2 Explain the precautions workers must take when working in hot working environments. (4)

1.3 Give FOUR reasons why good housekeeping is considered important. (4)
[10]

QUESTION 2: CONDITIONS OF SERVICE

2.1 High labour turnover refers to the high and continuous number of workers leaving the organisation and who must be replaced.

Briefly explain FOUR disadvantages of a high labour turnover. (4)

2.2 Define the term *labour.* (2)

2.3 Explain the FOUR major steps to employ a person. (4)

2.4 Choose the correct word or words from those given in brackets. Write only the word or words next to the question number (2.4.1–2.4.5) in the ANSWER BOOK.

2.4.1 The job (description/requirements) include(s) a list of specific knowledge, education, and experience for the advertised position.

2.4.2 Merit ratings provide a good basis for (communication/promotion).

2.4.3 (Psychological/Aptitude) tests measure the emotional stability of an applicant.

2.4.4 The assignment of specific wage and salary rates to various jobs is referred to as (job pricing/job enrichment).

2.4.5 Job (specification/rotation) is implemented to motivate employees by relieving boredom.

(5 × 1) (5)
[15]

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QUESTION 3: COMMUNICATION

3.1 Explain FIVE useful functions of the grapevine as a medium of communication. (5)

3.2 Complete the following sentences by writing only the missing word or words next to the question number (3.2.1–3.2.5) in the ANSWER BOOK.

3.2.1 The process of communication begins with the ...

3.2.2 The information is transmitted over a ...

3.2.3 Minutes of a meeting is an example of … communication.

3.2.4 Non-verbal communication may be made by ... expressions, body language, eye contact, gestures, and appearance.

3.2.5 Poor listening skills is often a … to communication, because it causes misunderstanding.

(5 × 1) (5)

3.3 Explain the term *active listening* as a communication concept used in the workplace. (5)

[15]

QUESTION 4: MOTIVATION

4.1 Discuss FIVE positive steps you would advise a newly appointed supervisor to follow in order to motivate a workgroup that has low morale. (5)

4.2 Briefly explain the Douglas McGregor motivational concepts and the role that morale plays in motivating subordinates.

4.2.1 Theory X

4.2.2 Theory Y

(2 × 5) (10)

[15]

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QUESTION 5: DISCIPLINE

5.1 Choose the correct word or words from those given in brackets. Write only the word or words next to the question number (5.1.1–5.1.5) in the ANSWER BOOK.

5.1.1 Supervisors should never discipline subordinates in (private/ public).

5.1.2 An (oral/written) warning is the first step in a disciplinary procedure taken against an employee for a first and less serious offence.

5.1.3 Forging timecards in the workplace is regarded as a (minor/serious) offence in the workplace.

5.1.4 The purpose of taking disciplinary action against a worker who has broken the rules at work is to (punish/correct) behaviour.

5.1.5 (Positive/Negative) discipline is when a worker must be controlled by using threats, punishments and rewards.

(5 × 1) (5)

5.2 Explain FIVE behaviour patterns of attendance that an unhappy or dissatisfied employee will show in the workplace. (5)

5.3 Explain FIVE ways in which a supervisor can control absenteeism of his/her subordinates. (5)

[15]

QUESTION 6: LEADERSHIP

6.1 Choose a description from COLUMN B that matches an item in COLUMN A. Write only the letter (A–H) next to the question number (6.1.1–6.1.8) in the ANSWER BOOK.

COLUMN A		COLUMN B	
6.1.1	Intelligence	A	to stick to your principles; courage; defends and maintains that which is right
6.1.2	Fairness	B	give instructions in such a way that the worker feels compelled to react, and to act strictly and with force if necessary
6.1.3	Integrity	C	moral quality that makes it impossible for the supervisor to engage in practices such as undercutting, fraud, etc.
6.1.4	Forcefulness	D	no favourite persons, not prejudiced towards race, religion, etc.
6.1.5	Autocratic	E	leader consults, supervises, and assists in setting policy
6.1.6	Inspiring self-confidence	F	this quality is the inherent ability of the individual to think and react clearly and rapidly
6.1.7	Honesty	G	develops and trusts his/her workers to do a good job if allowed to
6.1.8	Democratic	H	the leader's only concern is the task at hand

(8 × 1) (8)

6.2 List FOUR things a leader can do to improve group morale. (4)

6.3 State THREE ways of compensating supervisors for their difficult tasks. (3)

[15]

QUESTION 7: HUMAN RELATIONS

7.1 Describe how supervisors can set goals with their subordinates without sacrificing their authority. (5)

7.2 Explain how giving recognition to employees for a job well done will contribute to good human relations. (5)

7.3 Discuss FIVE ways in which supervisors can encourage their personnel to excel in the workplace. (5)

[15]

TOTAL: 100

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