higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISION IN INDUSTRY

20 April 2021

This marking guideline consists of 5 pages.

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QUESTION 1: WORKING CONDITIONS

1.1 **Class A**✓ Wood
Paper
Fabrics (Any 1 × 2)

Class B✓ Flammable liquids
Petrol
Oils
Fats (Any 1 × 2)

Class C✓ Electricity
Gases
Propane
Butane
Methane (Any 1 × 2)

Class D✓ Combustible metals
Magnesium
Potassium
Sodium (Any 1 × 2) (8)

1.2
- Class A: Water/ foam/ dry powder
- Class B: Foam/ dry powder/ carbon dioxide (CO_2)
- Class C: Dry powder/ carbon dioxide (CO_2)
- Class D: Dry powder (4)

[12]

QUESTION 2: CONDITIONS OF WORK

2.1
2.1.1 False
2.1.2 True
2.1.3 True
2.1.4 True
2.1.5 False
2.1.6 True

(6 × 1) (6)

2.2
- Gaps between expected and actual performance
- Too much scrap or rework
- Substandard production rates
- Out-of-line operating costs
- A high accident rate
- Excessive overtime
- A general state of poor morale and motivational problems
- Job-related conditions (Any relevant 7 × 1) (7)

[13]

QUESTION 3: COMMUNICATION

3.1 Formal communication:

- Information/communication passes through channels according to work policies.
- There is a job-related purpose for the communication.
- People talk/address each other formally as is appropriate.
- Example: manager talking to his subordinate, chairperson addressing a meeting, employee talking to a client. (Any relevant 4 × 1)

Informal communication:

- Easy, free conversations with fellow workers.
- The purpose of the communication does not have to be work-related.
- The language used is informal as is appropriate.
- Example: having a conversation with your friend at work, talking to a family member or relative. (Any relevant 4 × 1) (8)

3.2

- Tends to carry incomplete information✓ as it is based on rumours. ✓
- Messages are not reliable✓ as they do not follow proper channels of communication.✓
- Productivity of employees may decrease✓ as they spend working time having discussions or listening to gossip.✓
- Many give false and negative information✓ about management or others, which may cause conflict.✓
- The message is distorted✓ as it is passed on and may cause confusion by creating different versions of the story.✓
- Can slander others✓ and ruin reputations which can create tension and dissatisfaction in the workplace. ✓ (Any 4 × 2) (8)

[16]

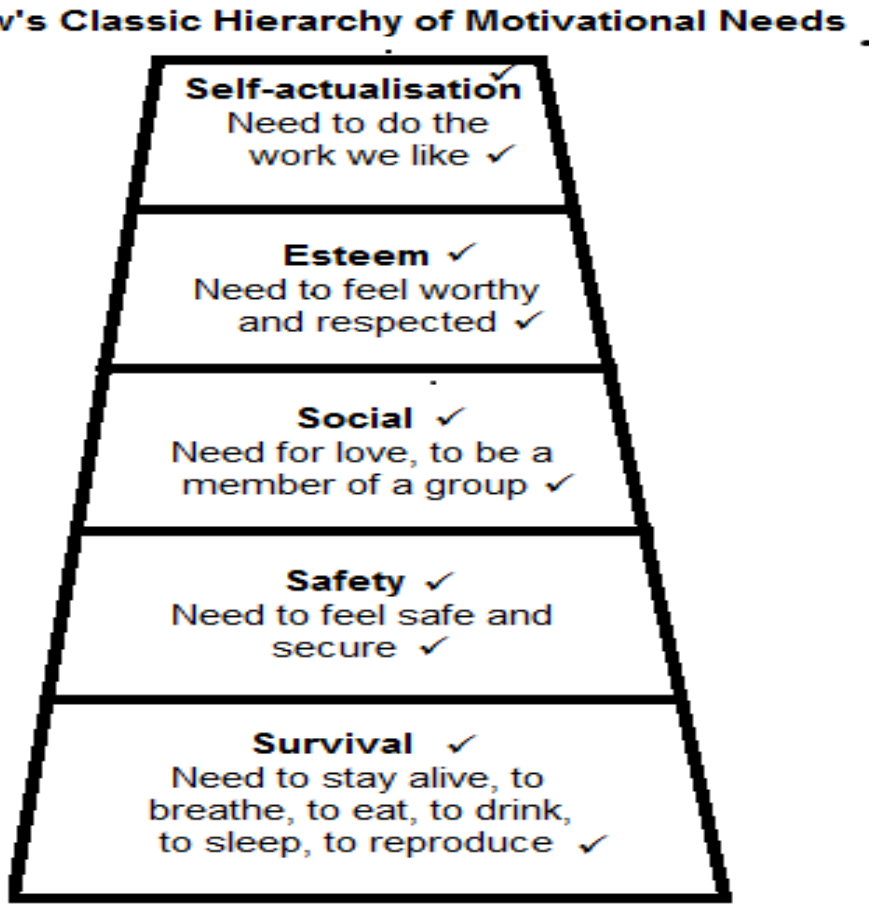
QUESTION 4 :MOTIVATION

4.1

4.1.1 Extrinsic
4.1.2 Aggression
4.1.3 Theory Y
4.1.4 Fringe benefits
4.1.5 Positive

(5 × 1) (5)

4.2



(10)
[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 Positive discipline encourages acceptable behaviour✓ through emphasising the importance of rules and company policies and allow employees to participate in discussions about rules and policies.✓ In this way employees willingly conform to rules and regulations✓ while negative discipline uses forms of punishment warnings or threats.✓ Employees have no say in the writing of company rules✓ and policies and they adhere to rules out of fear.✓ (6)

5.3
- Employee deliberately challenge✓ the authority✓ of their superior.
- Employees lose their temper✓ and lash out because they think they are being treated unfairly.✓
- Supervisor entraps/provokes✓ the subordinates to entice them to behave insubordinately✓ because the supervisor is looking for a reason to dismiss them.

(Any 2 × 2) (4)
[15]

QUESTION 6: LEADERSHIP

6.1 The ability to make good decisions is associated with exercising good judgement.✓ When there are several options and a supervisor has to choose the option with the best result✓ he will have to be decisive and have the courage and confidence to make a decision,✓ and be willing to accept accountability.✓

6.2 A supervisor must ensure that every detail of a job is completed,✓ that it meets quality standards and that there are no loose ends.✓ Jobs may not be done in a haphazard way.✓ No time and effort will be spared to ensure that no part of the job has been overlooked.✓

6.3 It is the responsibility of the supervisor to get good results with regard to targets being met, making deadlines, meeting production expectations and delivering quality work.✓ For this, they must ensure that the team is well motivated and trained✓ so that a good outcome can be counted on✓. The supervisor himself must be a productive worker and must have a good knowledge of his job.✓

6.4 The supervisor must have a positive attitude✓ towards his subordinates and inspire them with enthusiasm and confidence.✓ He does as much as possible to train and develop them and acknowledges and praises work that is well done.✓ He involves them by ensuring that they participate and give input and ideas about the job so that they feel valued.✓

(4 × 4) **[16]**

QUESTION 7: HUMAN RELATIONS

7.1
7.1.1 False
7.1.2 False
7.1.3 False
7.1.4 True
7.1.5 True
7.1.6 True
7.1.7 False

(7 × 1) (7)

7.2
- Threatening workers
- Making false promises
- Political or religious discussions
- Display impatience
- Argue with subordinates
- Discipline subordinates in public
- Be a bad example, e.g. always late
- Make racist remarks or display racist behaviour
- Speak with disrespect to subordinates

(Any 6 × 1) (6)

[13]

TOTAL: 100

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