higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

SUPERVISION IN INDUSTRY N3

(4110053)

20 April 2021 (X-paper)
09:00–12:00

This question paper consists of 6 pages.

264Q1A2120

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
SUPEVISION 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. Write neatly and legibly.

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QUESTION 1: WORKING CONDITIONS

Employees need to be educated about the prevention and control of fire. Should a fire break out in the workplace, it is crucial that every person knows how to deal with this to prevent loss of life and huge loss of company assets.

1.1 Name the FOUR classes of fire and give an example of the fuel in each class. (8)

1.2 Briefly explain the method that should be used to extinguish the fire in each of the different classes. (4)

[12]

QUESTION 2: CONDITIONS OF WORK

2.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (2.1.1–2.1.6) in the ANSWER BOOK.

2.1.1 The aim of job evaluation involves shifting workers from one job to another to relieve boredom and sustain motivation.

2.1.2 Job pricing is calculated by a procedure known as job evaluation.

2.1.3 Labour turnover refers to the regular retrenchments and resignations of workers who should be replaced continuously.

2.1.4 Merit rating checks the effectiveness of recruiting, training and correct placement of employees.

2.1.5 On-the-job training requires special facilities and additional instructional staff.

2.1.6 Receiving an award at work for recognition of outstanding performance is an example of a non-financial incentive.

(6 × 1) (6)

2.2 What factors will indicate that your employees need training? (7)

[13]

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QUESTION 3: COMMUNICATION

One of the most important skills that a leader needs is to be able to communicate effectively in order to convey information accurately and to be understood.

3.1 Explain the difference between formal and informal communication and provide an example of each. (8)

3.2 To hear about something 'through the grapevine' means to get information through conversations with others who work with you. This is a normal part of our daily work life.

Explain FOUR disadvantages of grapevine communication. (4 × 2) (8)

[16]

QUESTION 4: MOTIVATION

4.1 Choose the correct term from those in brackets. Write only the answer next to the question number (4.1.1–4.1.5) in the ANSWER BOOK.

4.1.1 (Intrinsic/Extrinsic) motivation is experienced when an employee is given a monetary reward for a job well done.

4.1.2 The most common reaction to frustration is (satisfaction/aggression).

4.1.3 With reference to the motivational theory of Douglas McGregor, (Theory X/Theory Y) is based on positive assumptions regarding the attitude of people towards their work.

4.1.4 According to Herzberg's motivational theory, hygiene or maintenance factors involve needs like (fringe benefits/opportunity for advancement).

4.1.5 Rewards or incentives used to motivate employees is known as (negative/positive) motivation.

(5 × 1) (5)

4.2 Illustrate Maslow's theory of motivation by means of a diagram and include an example of each need. (10)

[15]

QUESTION 5: DISCIPLINE

5.1 Choose a statement on the communication process from COLUMN B that matches an item 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	used for extremely grave offences
5.1.2	Dismissal	B	occurs because people have a fear for the unknown
5.1.3	Resistance to change	C	motivates employees to comply with company's standard of conduct
5.1.4	Absenteeism	D	a direct and provocative challenge to authority
5.1.5	Insubordination	E	credit and recognition for good attendance are important

(5 × 1) (5)

5.2 The aim of discipline is to correct unacceptable behaviour in the workplace.

Explain the difference between positive and negative discipline. (6)

5.3 Name and explain TWO types of insubordination on the part of the employee. (4)

[15]

QUESTION 6: LEADERSHIP

Leadership is a skill that enables a supervisor to motivate subordinates to willingly and enthusiastically work to the best of their ability to achieve company goals.

Explain each of the following categories of leadership on which a leader's success depends:

6.1 Making good decisions

6.2 Being thorough

6.3 Getting good results

6.4 Inspiring confidence

(4 × 4) **[16]**

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QUESTION 7: HUMAN RELATIONS

7.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (7.1.1–7.1.7) in the ANSWER BOOK.

7.1.1 Good human relations in the workplace increase personnel turnover.

7.1.2 Task-centred leadership usually results in a higher level of job satisfaction.

7.1.3 People-centred leadership is autocratic rather than democratic.

7.1.4 Absenteeism is less when good human relations exist in the workplace.

7.1.5 Autocratic leadership is when the supervisor stays in command and expects obedience from the subordinates.

7.1.6 Social and psychological needs of employees must be considered to build good human relations in the workplace.

7.1.7 The term group dynamics refers to being a good coach and mentor.

(7 × 1) (7)

7.2 List SIX actions that a supervisor must avoid if he wants to maintain good relations with his subordinates. (6)

[13]

TOTAL: 100

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