higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISION IN INDUSTRY N3

11 August 2021

This marking guideline consists of 6 pages.

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QUESTION 1

QUESTION 1: WORKING CONDITIONS

1.1
1.1.1 cleanliness
1.1.2 morale
1.1.3 positive
1.1.4 productivity
1.1.5 employers
1.1.6 washing facilities
1.1.7 accidents
1.1.8 greasy work surfaces
1.1.9 physical health
1.1.10 yellow

(10 × 1) (10)

1.2
- Health and safety audits: Representatives may check the effectiveness of health and safety measures by means of health and safety audits.
- Identify potential dangers: Representatives may identify potential dangers in the workplace and report them to the health and safety committee or the employer.
- Investigate incidents: Representatives may, together with the employer, investigate incidents or complaints from workers regarding health and safety matters and report about it in writing.
- Make presentations: Representatives may make presentations regarding the safety of the workplace to the employer or the health and safety committee or where the presentations are unsuccessful, to an inspector.
- Carry out inspections:
- As far as inspections are concerned, representatives may:
  - Inspect the workplace after notifying the employer of the inspection.
  - Participate in discussions with inspectors at the workplace and accompany inspectors on inspections.
  - Inspect documents.
  - With the consent of the employer, be accompanied by a technical advisor during an inspection.
- Attend committee meetings: Representatives must attend health and safety committee meetings.
- All activities regarding the appointment, functions and training of representatives must be performed during normal working hours.

(Any 5 × 1) (5)
[15]

QUESTION 2: CONDITIONS OF WORK

2.1
2.1.1 True
2.1.2 True
2.1.3 False
2.1.4 True
2.1.5 False
2.1.6 True
2.1.7 False
2.1.8 True
2.1.9 True
2.1.10 False

(10 × 1) (10)

2.2
- They compile a job description.
- Advertise the position.
- Review the applicants/study their CVs.
- Shortlist those who meet the requirements.
- Do background and reference checks on shortlisted applicants.
- Contact shortlisted applicants to arrange for interviews.
- Prepare and conduct the interview.
- Once the top candidate has been identified, make a job offer.
- When the candidate has accepted the offer, they are hired.

(Any 5 × 1) (5)
[15]

QUESTION 3: COMMUNICATION

3.1
3.1.1 G
3.1.2 H
3.1.3 A
3.1.4 E
3.1.5 B
3.1.6 C
3.1.7 D
3.1.8 F

(8 × 1) (8)

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3.2
- Make an active effort and spend energy on concentrating.
- Listen for main ideas and central facts, not details.
- Try to avoid distractions. e.g. fiddling/answering your cellphone.
- Keep an open mind and don't interrupt.
- Adopt an open and relaxed posture so that you do not appear to be threatening/impatient/bored/disinterested/annoyed.
- Face the speaker.
- Try to maintain eye contact.
- Ask questions if there is anything you are unsure of.
- Wait for the speaker to pause to ask clarifying questions.
- Be aware of your tone of voice and that of the speaker.
- Be attentive but relaxed.
- Give the speaker regular feedback by for example nodding to show understanding of the message.
- Pay attention to the speaker's non-verbal cues e.g. facial expression which may indicate the emotions of the speaker. (Any 8 × 1) (8)

[16]

QUESTION 4: MOTIVATION

4.1 THEORY X: 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.✓

THEORY Y: A positive approach✓ in which management presumes that most people view work as being natural and they try hard to achieve.✓ They can learn to accept and even look for responsibility.✓ They will exercise self-direction and self-control✓ if they understand their part in achieving company objectives.✓ (10)

4.2
- Physiological needs/Basic Needs
- Safety and security
- Social Needs/Companionship
- Self Esteem
- Self-actualisation

(marks to be awarded even if sequence is different) (5)

[15]

QUESTION 5: DISCIPLINE

5.1
- It is to encourage employees to meet established standards of job performance/quality.
- Persuades employees to practice safety at work.
- Those employees who observe the rules and standards are rewarded by praise, and/or security, and often by advancement.
- Those who cannot stay in line or measure up to performance standards are penalised in such a way that they can clearly learn what acceptable performance and behaviour are.
- Disciplinary procedures ensure an environment in the workplace where there is law and order and where people feel safe and protected.
- Discipline in the workplace forces people to respect others as well as the organisation/company.
- Promotes efficiency and company productivity.
- Prevents serious disruptions in the workplace.eg employees threatening each other or bringing weapons to work.
- Reinforces rules that promote employee morale.
- Helps avoid lawsuits / matters are resolved internally.
- Ensures that employees know what is expected of them.
- Conflict will easily follow where there is a lack of discipline.

(Any 10 × 1) (10)

5.2
- Oral warning
- Written warning
- Suspension
- Dismissal/discharge (4)

[14]

QUESTION 6: LEADERSHIP

6.1
6.1.1 goals
6.1.2 production
6.1.3 adapt
6.1.4 democratic
6.1.5 does
6.1.6 restrictive
6.1.7 production
6.1.8 advice of subordinates
6.1.9 obey out of fear of punishment
6.1.10 too lenient

(10 × 1) (10)

6.2 Integrity
The practice of being honest/truthful✓ and showing consistency of actions,✓ values, methods, measures, principles, expectations and outcomes. It implies or suggests a deep commitment to do the right thing✓ for the right reason,✓ regardless of the circumstances, or whether others are watching.✓ (5)
[15]

QUESTION 7: HUMAN RELATIONS

7.1
- Increased production
- Good quality work
- Positive working environment
- Personnel turnover is reduced
- Good relations with other employees are developed
- Human needs are met e.g. feeling of belonging
- Employees are less stressed
- Employees do not experience fear and anxiety unnecessarily
- Supervisors can learn to recognise their own short-comings and to minimise them
- Enhanced motivation
- Less absenteeism
- Trouble is avoided/fewer grievances and disciplinary measures (6)

7.2
- Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued by others.
- Praise and recognition are essential to an outstanding workplace.
- People want to be respected and valued by others for their contribution.
- Everyone feels the need to be recognised as an individual or member of a group.
- To feel a sense of achievement for work well done or even for a good effort.
- Workers are motivated to do their best when their efforts are recognised.
- Giving credit where credit is due fosters a feeling of positivity and goodwill in the workplace. (Any 4 × 1) (4)
[10]

TOTAL: 100

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