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Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

## **NATIONAL CERTIFICATE**

## **SUPERVISION IN INDUSTRY N3**

(4110053)

**15 April 2020 (X-paper)**  
**09:00–12:00**

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

264Q1A2015



**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. Write neatly and legibly.
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**QUESTION 1: WORKING CONDITIONS**

- 1.1 Choose the correct term from those in brackets. Write only the answer next to the question number (1.1.1–1.1.7) in the ANSWER BOOK.
- 1.1.1 Good working conditions improve the morale of the staff and enables (minimum/maximum) production. 
- 1.1.2 Adequate ventilation in the workplace is (compulsory/optional) according to Occupational Health and Safety Regulations.
- 1.1.3 Every employer must provide a conspicuous sign outside the entrance to the bathrooms to indicate the (age/gender) of the persons for whom the room is intended.
- 1.1.4 A slippery floor area is an example of an (unsafe act/unsafe condition).
- 1.1.5 Cluttered and poorly arranged work areas are signs of (poor/adequate) housekeeping.
- 1.1.6 In colour coding for safety in the workplace yellow is used to indicate (information/caution).
- 1.1.7 A good working environment (increases/reduces) accidents in the workplace.  (7 × 1) (7)
- 1.2 Why is good plant housekeeping – a place for everything and everything in its place all the time – important and desirable? (4)
- 1.3 Cleanliness is the first requirement for healthy workers.
- Give FOUR measures that can be taken in the workplace to ensure that workers are working in a clean environment (4)


**[15]****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 Merit ratings can assist employers when they need to decide about salary increases for workers. 
- 2.1.2 When a worker moves to a different company his/her pension fund may not be transferred.


- 2.1.3 Job enrichment means adding different tasks to an existing job at the same level of expertise.  (6 × 1) (6)
- 2.1.4 Induction of new employees is vital if a company desires to establish an effective labour force. (6)
- 2.1.5 The higher the job requirements for a specific position the less the salary will be. (6)
- 2.1.6 A housing allowance provided by a company is an employee incentive. (6)
- 2.2 Explain *job evaluation*. (4)
- 2.3 Merit rating is a process of measuring the performance of workers in terms of job requirements.  (5)
- State FIVE benefits of merit rating for the employer. [15]

### QUESTION 3: COMMUNICATION


- 3.1 Choose a description from COLUMN B that matches a word in COLUMN A. Write only the letter (A–E) next to the question number (3.1.1–3.1.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
3.1.1	Receiver	A	nonverbal communication 
3.1.2	Reports	B	interpreting message from sender
3.1.3	Facial expression	C	a discussion between people at the same organisational level
3.1.4	Horizontal communication	D	barrier to communication leading to misunderstanding
3.1.5	Noise	E	formal written communication


(5 × 1) (5)

- 3.2 Explain the difference between *listening* and *hearing*. (6)
- 3.3 Explain why semantics, which is the study of the meaning and interpretation of words, is important in the communication process.  (4)
- [15]

**QUESTION 4: MOTIVATION**

- 4.1 Name the FIVE basic needs of Maslow's theory of motivation. (5)
- 4.2 Briefly discuss the theory X- and theory Y-concepts of motivation according to Douglas McGregor.  (10)  
[15]

**QUESTION 5: DISCIPLINE**


- 5.1 Choose the correct term from those in brackets. Write only the answer next to the question number (5.1.1–5.1.5) in the ANSWER BOOK.
- 5.1.1 The purpose of taking disciplinary action against a worker who has broken the rules at work is to (punish/correct) behaviour.
- 5.1.2 An (oral/written) warning is the first step in a disciplinary procedure against an employee for a first and less serious offense.
- 5.1.3 Forging time cards in the workplace is regarded as a (minor/serious) offense. 
- 5.1.4 Supervisors should never discipline employees in (private/public).
- 5.1.5 Controlling a worker using threats, punishments and rewards is regarded as (positive/negative) discipline. (5 × 1) (5)
- 5.2 Explain FIVE ways in which a supervisor can control absence of workers in the workplace. (5 × 2) (10)  
[15]

**QUESTION 6: LEADERSHIP**

Briefly discuss the qualities of an effective leader regarding each of the following:

- 6.1 Fairness (3)
- 6.2 Integrity  (4)
- 6.3 Intelligence (3)  
[10]

**QUESTION 7: HUMAN RELATIONS**

- 7.1 Name FIVE benefits of implementing and maintaining good human relations in the work environment. (5)
- 7.2 Describe how a supervisor can set goals for subordinates without sacrificing authority.  (6)
- 7.3 Explain how human relations are improved by giving recognition to employees when a job has been done well. (4)

**[15]**

**TOTAL: 100**