PAST EXAM PAPER & MEMO N3

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APRIL EXAMINATION

NATIONAL CERTIFICATE

SUPERVISION IN INDUSTRY N3

(4110053)

8 April 2016 (X-Paper)
09:00–12:00

This question paper consists of 7 pages.
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. Write neatly and legibly.
QUESTION 1

Various options are given as possible answers to the following questions. Choose the correct answer and write only the letter (A–D) next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 Which term describes the process of gathering, analysing and synthesising information about the jobs that are being done and any new jobs that are envisaged?

A  Job description  
B  Job analysis  
C  Job specification  
D  Human resource inventory

1.2 A job … is a written statement of the job's activities, the equipment required for it, and the working conditions in which it exists.

A  analysis  
B  specification  
C  design  
D  description

1.3 The primary aim of positive discipline should be to …

A  penalise wrongdoing.  
B  correct behaviour.  
C  use authority properly.  
D  evaluate subordinates regularly.

1.4 Progressive discipline …

A  avoids being vindictive.  
B  avoids exceeding one's authority.  
C  documents punishments and offenses.  
D  ignores minor infractions of rules.

1.5 Having a number of rules that are not enforced is a sign of …

A  progressive discipline.  
B  participative management.  
C  a fair and equitable system.  
D  too many rules.

1.6 Recruitment and selection must be effective to …

A  offset high labour turnover.  
B  deliver the highest calibre of individuals.  
C  have a surplus in case of sickness and absence.  
D  encourage new blood in the organisation.
1.7 Too great a reliance on internal recruitment can result in:
A Reduced job performance
B High labour turnover
C Internal conflict
D Poor group dynamics

1.8 Why is 'procedural justice' important in the context of the management of misconduct?
A It reflects on the integrity of HR professionals.
B It ensures that individuals have a sense that they have been treated fairly.
C It reflects on the values and attitudes of top management.
D It protects line managers.

1.9 What does discipline mean in the context of the workplace?
A Enforcing compliance and order
B A system of rules designed to improve and correct behaviour through teaching or training
C Punishment
D Exercising control

1.10 Herzberg has consistently taken the view that rewards such as performance-related pay fail to deliver because they are ...
A viewed as 'hygiene factors'.
B motivators.
C unfair.
D unwelcome by trade unions.
QUESTION 2  Extrinsically

Indicate whether the following statements are TRUE or FALSE. Choose the correct answer and write only 'true' or 'false' next to the question number (2.1–2.10) in the ANSWER BOOK.

2.1  Job analysis is a written statement of the skills, knowledge, abilities, and other characteristics needed to perform a job effectively.

2.2  Job design is the process of describing jobs and arranging their interrelationships.

2.3  Extrinsically motivated behaviour is aimed at acquiring material or social rewards or avoiding punishment.

2.4  Expectancy is a person's perception about the extent to which his or her effort will result in a certain level of compensation.

2.5  Salary and security are motivational factors.

2.6  Herzberg proposed a two-factor motivation-hygiene theory, suggesting that intrinsic job factors motivate whereas extrinsic factors only maintain and placate employees.

2.7  Theory ‘Y’ assumptions hold a basically negative view of human beings.

2.8  Motivators that include pay, bonuses, and other tangible rewards are called intrinsic motivators.

2.9  Management is relating to people in defined roles and working within a structured organisation.

2.10  Charismatic leadership is to involve staff and others in the decision making process.  

(10 x 1)  [10]

QUESTION 3: WORKING CONDITIONS

3.1  State the precautions workers must take when working in hot and in cold environments.  

3.2  Cleanliness is the first requirement for healthy workers.

State FIVE ‘unhealthy’ principles you should be aware of in a working situation.

3.3  Give FOUR reasons why good housekeeping is considered important.  

(6)  (5)  (4)  [15]
QUESTION 4: CONDITIONS OF SERVICE

4.1 Explain the FOUR major steps you should take to employ a person. (4)

4.2 State SIX benefits originating from merit rating. (6)

[10]

QUESTION 5: COMMUNICATION

5.1 Explain the difference between information and rumours in the communication process. (2 x 3) (6)

5.2 How can the supervisor ensure that his/her instructions are clearly understood by his/her workforce? (4)

[10]

QUESTION 6: MOTIVATION

6.1 Name and explain the FIVE basic needs according to Maslow's theory, in sequence of priority. (5 x 2) (10)

6.2 Describe, in your own words, what is meant by the term behaviour, for instance of the worker in the workplace. (5)

[15]

QUESTION 7: DISCIPLINE

7.1 List SIX basic rules the supervisor can adopt in applying disciplinary action. (6)

7.2 State TWO types of insubordination on the part of the employee. (2 x 2) (4)

[10]

QUESTION 8: LEADERSHIP

8.1 Distinguish between an autocratic leadership style and a democratic leadership style. (2 x 2) (4)

8.2 Motivate the statement: 'Good leadership is simply good human relations'. (3)

8.3 What is leadership? (3)

[10]
QUESTION 9: HUMAN RELATIONS

9.1 Name FIVE principles of supervision which will promote good human relations. (5)

9.2 Describe how a supervisor can set goals with his/her group without sacrificing his/her authority. (5)

[10]

TOTAL: 100
MARKING GUIDELINE

NATIONAL CERTIFICATE

APRIL EXAMINATION

SUPERVISION IN INDUSTRY N3

8 APRIL 2016

This marking guideline consists of 6 pages.
QUESTION 1
1.1 B
1.2 D
1.3 B
1.4 C
1.5 D
1.6 B
1.7 A
1.8 B
1.9 B
1.10 A
(10 x 1) [10]

QUESTION 2
2.1 False
2.2 True
2.3 True
2.4 False
2.5 False
2.6 True
2.7 False
2.8 False
2.9 True
2.10 True
(10 x 1) [10]
QUESTION 3: WORKING CONDITIONS

3.1 • Wear aluminised or reflective clothing.
• Wear clothing that can be used to effectively protect workers from radiant heat.
• Increase the intake of fluids and drink salt tablets to replace body fluids that were lost through excessive perspiration.
• Wear clothing of suitable materials to keep the cold out.
• Wear clothing of suitable materials to keep the warm temperature of the body inside.
• Do not wear clothes that are too heavy.
• Do not wear clothes that will hamper movement. (Any 6 x 1) (6)

3.2 • Dirt is allowed to accumulate in the work area.
• Spitting is allowed.
• Receptacles for waste are not provided.
• Sweepings are not removed.
• The workshops are not rid of insects and other vermin. (Any relevant 5 x 1) (5)

3.3 • Improves the working environment.
• Means more pleasant working conditions.
• Results in greater working efficiency and increased production.
• Leads to good accident records.
• Indicates competent management and efficient workmanship.
• Is an aid to productivity. (Any relevant 4 x 1) (4) [15]
QUESTION 4: CONDITIONS OF SERVICE

4.1
- Ensure that an application form is completed.
- Try to establish the applicant's background history, knowledge, qualifications, training, age and ability to do the work.
- Evaluate his/her motivation for the job and reasons for resigning or retrenchment from his/her previous job.
- Make the decision to employ or not. (4)

4.2
- It provides a sound basis for pay increases within wage-rate and salary ranges.
- It provides a basis for promotions, selection for higher training, and transfers or layoffs.
- It checks the effectiveness of recruiting, training and placement of employees.
- It provides a basis for better job reassignment when employees have been improperly placed.
- It promotes a desire for improvement.
- It boosts morale by showing that management appraises and rewards individual performance and growth.
- It guides and aids employees in their self-improvement.
- It makes possible a close follow-up on their progress. (Any 6 x 1) (6)

QUESTION 5: COMMUNICATION

5.1
- Information – the knowledge, skills, and feelings which are exchanged in the communication process through the various media.
- Rumours – inaccurate, ambiguous and/or incomplete information circulated informally within an organisation by means of an unorganised, often unreliable, but extremely persuasive and quick communication channel. (2 x 3)

5.2
- Ensure that the instruction is clear and understandable.
- If possible put the instruction in writing.
- Ask the employee to repeat what you have told him/her.
- Let him/her ask questions if in doubt. (4)
QUESTION 6: MOTIVATION

6.1 • Physiological need ✓– to be alive and to stay alive ✓
• Safety need ✓– to feel free from threats or harm ✓
• Social need ✓– to be with others we like ✓
• Esteem need ✓– to be respected by others ✓
• Self-actualisation need ✓– to achieve personal life ✓

(5 x 2) (10)

6.2 Behaviour – describes the actions people take ✓, or the things they say ✓ while coping with other people ✓, problems, ✓ opportunities and situations ✓.

(5) [15]

QUESTION 7: DISCIPLINE

7.1 • Be impartial.
• Make sure the information on the case is correct.
• Be human.
• Always check the information.
• Do not allow your temper to interfere.
• Be straightforward.
• Try to help the employee.
• Be constructive.
• Praise where necessary.
• Never be sarcastic.
• Do not be offhand.

(Any 6 x 1) (6)

7.2 • The employee deliberately challenges ✓ the authority of his superior and intends to have a showdown. ✓
• The employee loses his temper ✓ and his self-control ✓

(2 x 2) (4) [10]
QUESTION 8: LEADERSHIP

8.1 • Autocratic – the leader makes the decisions, ✓ and demands obedience ✓ from the people s/he supervises.
• Democratic – the leader discusses and consults ✓. S/He draws ideas from the people he/she supervises, and lets them help to set policy ✓ (2 x 2) (4)

8.2 Good leadership is simply good human nature. ✓ Not because you love everybody. Probably you don’t. But you must develop shrewd judgement in estimating people’s intentions, knowledge, and interest. ✓ People who can determine the human capabilities can get the most/best from their subordinates. ✓ (3)

8.3 Leadership is the knacks of getting other people ✓ to follow you and to do willingly ✓ the things you want them to do. ✓ (3) [10]

QUESTION 9: HUMAN RELATIONS

9.1 • Respect the individual.
• Provide knowledge.
• Provide understanding.
• Recognise a job well done.
• Develop a desire in the individual to excel. (5)

9.2 • Unless the group of people you supervise believes that what you want them to do is to their advantage as well as to yours, you will have little success as a supervisor.
• The solution lies in permitting the group to set their goals along with you and in showing them that these goals are attained through group action.
• It may be only natural for you to feel that to allow the group into the decision-making act will be hazardous to your authority. It need not be.
• Make it clear that you will always retain veto power over a group decision.
• Establish ground rules for the group’s participation beforehand.
• Provide enough information for the group so that they can see situations as you do. (Any 5 x 1) (5) [10]

TOTAL: 100
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