higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

HUMAN RESOURCE MANAGEMENT: FARMING N6

(4090516)

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This question paper consists of 6 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
HUMAN RESOURCE MANAGEMENT: FARMING N6
TIME: 3 HOURS
MARKS: 200

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 section on a new page.
5. Use only a black or blue pen.
6. Write neatly and legibly.

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QUESTION 1

1.1 Farmers are sometimes faced with difficult circumstances threatening their profitability and thus sustainability. In such cases, they only have one option, which is to reduce their staff.

1.1.1 Define *staff reduction.* (2)

1.1.2 Explain the difference between *retrenchment* and *redundancy* when it comes to staff reduction. (4)

1.1.3 Briefly explain the specific guidelines that should be considered when identifying farm workers for dismissal. (5 × 2) (10)

1.1.4 Suggest any FOUR ways that can be used to avoid staff reductions on farms. (4)

1.2 Any farming enterprise must have a grievance procedure in place to help farmers deal with grievances.

1.2.1 Briefly explain the term *grievance procedure.* (2)

1.2.2 Chronologically, list FIVE steps to be followed in a grievance procedure. (5)

1.2.3 Identify FIVE aspects of the enterprise that determine the number of steps that should be taken in a grievance procedure. (5)

1.2.4 Outline the role of supervisors in a grievance procedure. (5 × 1) (5)

1.3 Farm workers whose action or behaviour falls outside the code of conduct of the farm, will be called for a disciplinary hearing by the farmer.

1.3.1 Name the FOUR disciplinary actions in their correct sequence, to be followed during the progressive application of discipline. (4)

1.3.2 Advise the farm workers on the rights they can exercise during a disciplinary procedure. (5)

1.3.3 Distinguish between *procedural fairness* and *substantive fairness* during disciplinary actions. (4)

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QUESTION 2

2.1 Define the following terms:

2.1.1 Direct primary remuneration

2.1.2 Indirect primary remuneration

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2.1.3 Direct secondary remuneration

2.1.4 Indirect secondary remuneration

(4 × 2) (8)

2.2 Give ONE example each for the different forms of remuneration mentioned from QUESTION 2.1.1 to QUESTION 2.1.4 above. (4)

2.3 Farm workers are paid by means of two methods: *time rates* and *piece rates*.

2.3.1 Differentiate between *time rates* and *piece rates.* (4)

2.3.2 Which is the better one of the two methods in QUESTION 2.3.1? (1)

2.3.3 Substantiate your answer in QUESTION 2.3.2. (3 × 1) (3)

2.4 A strike by farm workers can be *legal or illegal.*

2.4.1 State FOUR actions that are used in the description of a strike. (4)

2.4.2 Distinguish between a *legal* and an *illegal strike.* (4)

2.4.3 Discuss any THREE effects of an illegal strike to farm workers.

(3 × 2) (6)

2.5 Discuss the duties of a shop steward as a representative of a trade union in a farming enterprise. (5 × 2) (10)

2.6 Suggest SIX reasons for farm workers to become members of trade unions. (6)

[50]

QUESTION 3

3.1 The Unemployment Insurance (UIF) Act is an important act designed to assist farm workers in times of need.

3.1.1 State the main aim of the UIF Act. (2)

3.1.2 Briefly discuss the role of the employer under the UIF Act. (5 × 2) (10)

3.1.3 What requirements must be fulfilled by workers if they are to qualify for the unemployment fund? (3)

3.1.4 Explain the nature and extent of benefits that farm workers will get from the UIF fund. (4)

3.2 List any NINE headings discussed under the Basic Conditions of Employment Act. (9)

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3.3 Briefly explain the importance of the wage act. (6)

3.4 Describe the purpose of the following Acts on a farm:

3.4.1 The Occupational Health and Safety Act (3)

3.4.2 The Compensation for Occupational Injuries and Diseases Act (3)

3.5 'The Labour Relations Act forms the main pillar of the South African system of labour relations.'

Identify the aims of the Labour Relations Act. (6)

3.6 Discuss any TWO steps to be followed by a farm worker upon termination of his/her employment. (4)

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QUESTION 4

4.1 Define the term *job description.* (2)

4.2 Now, give any FOUR components of a job description for a farm manager. (4)

4.3 Discuss the need for a human resources department in a farming enterprise. (8)

4.4 Give any FOUR advantages of farm work you could use to encourage potential employees to apply. (4)

4.5 Differentiate between *absenteeism* and *employee turnover.* (4)

4.6 Describe how the following human resources problems affect the agricultural sector.

4.6.1 Low productivity

4.6.2 Urbanisation

4.6.3 Unskilled labour force

(3 × 2) (6)

4.7 Herzberg put a motivation theory forward that included hygiene and motivating factors.

4.7.1 Give TWO reasons why farm managers should know about employee motivation. (2)

4.7.2 Distinguish between *hygiene* and *motivating factors*. (4)

4.7.3 Name any FOUR motivating factors. (4)

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4.8 Human resources management theories yield positive performance results in the workplace if applied correctly.

4.8.1 State the assumptions underlying the traditional theory. (4)

4.8.2 Recommend FOUR ways in which farmers can apply the human relations theory. (4)

4.8.3 Advise a farmer on the best human resources management theories out of three available. (4)

[50]

TOTAL: 200

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