



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N650(E)(J11)H

NATIONAL CERTIFICATE

HUMAN RESOURCE MANAGEMENT: FARMING N6

(4090516)

**11 June 2019 (X-Paper)
09:00–12:00**

This question paper consists of 6 pages.

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 question on a NEW page.
 5. Use only BLUE or BLACK ink.
 6. Write neatly and legibly.
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QUESTION 1

- 1.1 Give ONE word or a term for each of the following descriptions by choosing a word or a term from the list below. Write only the word or term next to the question number (1.1.1–1.1.5) in the ANSWER BOOK.

traditional theory; human relations theory;
human resources utilisation theory

- 1.1.1 The farmer is always of the opinion that their workers prefer to shift decisions onto someone else. *∞*
- 1.1.2 The farmer is of the opinion that workers are only interested in their money and as a result will only do the bare minimum.
- 1.1.3 The farmer believes that the workers would like to be left alone so that they can prove their capabilities.
- 1.1.4 The farmer is convinced that the workers are able to decide for themselves whether a task has been done poorly or well.
- 1.1.5 The farmer believes that the workers like to be informed as to what is going on in the farm and what the future plans are. (5 × 1) (5)
- 1.2 The tasks of human resource management personnel in farming are slightly different from human resource management personnel in other industries.
- List THREE main tasks of a human resource management practitioner in farming. (3)
- 1.3 Suggest any FIVE details that farmers can include on their employees' payslip as required by law. *∞* (5)
- 1.4 Remuneration is essential to farm workers and it makes them put more effort in the production process.
- 1.4.1 Explain, with the aid of an example, the term *secondary remuneration*. (3)
- 1.4.2 State FOUR advantages of time rates as a means of determining remuneration. (4)
- 1.4.3 Discuss FOUR of the most important benefits of indirect primary remuneration. *∞* (4 × 2) (8)
- 1.4.4 Advise a farmer on the factors that they should take into consideration when determining remuneration for their farm workers. (8)

- 1.5 Herzberg's theory of motivation, if used correctly, can positively impact on the morale of workers on the farm. *∞*
- 1.5.1 Distinguish between *motivators* and *hygiene factors* as they relate to Herzberg's theory of motivation. (2 × 2) (4)
- 1.5.2 Name SIX motivators under Herzberg's theory of motivation. (6)
- 1.5.3 State any FOUR hygiene factors under Herzberg's theory of motivation. (4)
- [50]**

QUESTION 2: GRIEVANCE AND DISCIPLINARY PROCEDURES

- 2.1 List any FIVE elements that can ensure procedural fairness takes place. (5)
- 2.2 Name FIVE acceptable disciplinary actions that farmers can institute against their employees in cases of misconduct by the employees. *∞* (5)
- 2.3 Advise the farm manager on the importance of keeping records for all disciplinary cases that take place on a farming enterprise. (3)
- 2.4 Explain the term *farm worker's right to appeal*. (2)
- 2.5 Grievances always exist in any farming enterprise no matter how well the labour relations between the employer and the employees.
- 2.5.1 Identify FIVE possible causes of grievances in a farming enterprise. (5)
- 2.5.2 Identify the benefits of a grievance procedure on a farm that is experiencing many grievances. *∞* (6 × 2) (12)
- 2.5.3 Name FOUR pitfalls that supervisors of the farming enterprise should avoid when handling the grievances. (4)
- 2.6

The process of staff reduction in a farming enterprise can lead to staff being frustrated and venting out their grievances regarding the procedure as they do not know what the procedure is based on. If the farming enterprise is downsizing due to a drop in economic activity, staff reduction in the form of retrenchment and redundancy will be unavoidable.
- 2.6.1 Explain the difference between the terms *retrenchment* and *redundancy* as they relate to staff reduction. *∞* (2 × 2) (4)
- 2.6.2 List, in chronological order, the steps that the farm manager should follow when reducing staff. (5)
- 2.6.3 Recommend any FIVE methods that should be used when selecting staff for dismissal. (5)
- [50]**

QUESTION 3

- 3.1 When a farm worker leaves your employment, as a farmer you are obliged by law to provide the worker with a certificate of employment.
 ✎
 List any SIX items that must appear on the certificate of employment. (6)
- 3.2

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|---|
| The Unemployment Insurance Act is a labour relations act that covers any person employed by a farm or who is involved in farming activities and contributes to the UIF. The Unemployment Insurance Act gave birth to the Unemployment Insurance Fund (UIF). |
|---|
- 3.2.1 Give a percentage of the farm worker's monthly income that should be contributed to UIF. (1)
- 3.2.2 Briefly describe the main purpose of the UIF act. (3)
- 3.2.3 Name any SIX types of employees that are exempted from contributing to the UIF. (6)
- 3.2.4 Discuss the benefits that are due to farm workers as members when they claim from UIF. ✎ (3 × 2) (6)
- 3.3 State the THREE circumstances in which farm employees can claim from the Compensation fund for Occupational Injuries and Diseases. (3)
- 3.4 Explain the nature of benefits for each of the circumstances mentioned in QUESTION 3.3 above. (3)
- 3.5 State the functions of the health and safety representatives as required by the Occupational Health and Safety Act. ✎ (3)
- 3.6 A service contract between a farmer and a farm worker forms a foundation for an employment relationship as required by the labour relations system in South Africa.
- 3.6.1 Give any FOUR acts on which a service contract must be based on. (4)
- 3.6.2 State the FIVE requirements of a valid contract. ✎ (5 × 2) (10)
- 3.6.3 Advise the farmer on the different ways in which a service contract can be terminated after following all procedures as required by law. (5)
- [50]**

QUESTION 4

- 4.1 Complete the following sentences by filling the missing word(s). Write only the word(s) next to the question number (4.1.1–4.1.4) in the ANSWER BOOK.
- 4.1.1 A farm worker may not work more than ... hours per week. (1)
- 4.1.2 The maximum number of hours' normal overtime may not exceed ... hours per day and ... hours per week. ∞ (2)
- 4.1.3 Every week a worker must be allowed a continuous break of ... hours. (1)
- 4.1.4 After ... hours of work a worker must be allowed a one-hour meal break. (1)
- 4.2 Define the following principles of the process employment of farm workers process.
- 4.2.1 Selection ∞
- 4.2.2 Placing
- 4.2.3 Induction (3 × 2) (6)
- 4.3 State the SEVEN main functions of trade unions. (7)
- 4.4 Define the term *shop steward*. (2)
- 4.5 Discuss the FIVE objectives of the farmer during a strike. (5 × 2) (10)
- 4.6 Explain the difference between a *protected strike* and an *unprotected strike*. (2 × 2) (4)
- 4.7 Give the full meaning of the abbreviation CCMA. ∞ (3)
- 4.8 Briefly explain the major function of the CCMA mentioned in QUESTION 4.7 above. (3)
- 4.9 State any FIVE advantages that farm work can offer to a group of potential employees. (5)
- 4.10 Recommend pointers that can indicate to a farmer the need to re-evaluate their methods of obtaining human resources. ∞ (5)
- [50]**

TOTAL: 200