higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

HUMAN RESOURCES MANAGEMENT: FARMING N6

30 NOVEMBER 2016

This marking guideline consists of 7 pages.

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QUESTION 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

1.1
- There is a continuous interaction between the farmer and farm workers.✓✓
- Full time farm workers usually live on the farmer's farm, which leads to social and personal involvement in the family and community life of farm workers.✓✓
- Sometimes the farmer plays a role of a father, mediator and protector which, by nature cannot always be separated from his task of managing human resource.✓✓✓
- There is a degree of mutual involvement in the family and household.✓✓
- The worker is not only a physical, mechanical machine that performs work, but is a person with feelings, values, prejudices, aspirations, fears and physical limitations.✓✓✓ (12)

1.2
- Personal administration
- Operational management of employees
- Maintenance of good labour relations (6)

[18]

QUESTION 2: HUMAN RESOURCE PROVISION

2.1
- Work mostly outdoors with plants and animals
- Outdoor as well as indoor work
- Work varies from season to season
- Performance can usually be measured
- Good family life
- Good non-cash advantages (Any 5 × 2) (10)

2.2
- Selection tests
- Interviews
- Enquiries to references (Any 3 × 2) (6)

2.3 2.3.1 Task analysis involves determining the nature and duties included in a task and work specification is essentially a description of the characteristics and skills that a person must have to do a specific task.

2.3.2 The process of inviting potential workers to apply for work.

2.3.3 The process where applicants are evaluated to determine whether they meet requirements.

2.3.4 Putting the right man in the right post

2.3.5 The process of introducing the new employee to the farming enterprise.

2.3.6 Introducing the new employee to the specific task for which he was appointed.

(3 × 6) (18)

2.4
- Learning what must be done without understanding why
- The employee may not know what to do should the problem or crisis arise
- The farmer despairs because his workers show never show initiative, et cetera (Any 3 × 2) (6)

2.5 Adults

- Already earn reference framework
- Experienced
- Show singleness of purpose

Children

- Building a reference framework
- Not experienced
- Shows no singleness of purpose (6)

2.6
- Traditional theory
- Human relations theory
- Human resource utilisation theory (3 × 2) (6)

2.7 It depends on the farmer which theory will be the most successful over the long term and will require the least effort, convenience and time on his part. As far as this is concerned, the human resource utilisation theory will probably be the most successful. (3)

2.8
- On the major methods of overcoming restraining cultural influences
- Brings noticeable improvement in the employees frame of reference and
- Leads to increased productivity (3 × 2) (6)

[61]

QUESTION 3: MOTIVATION, COMPENSATION AND BENEFITS

3.1
- Achievement
- recognition of achievement
- possibility of growth
- promotion
- responsibility
- the work itself
- salary/ wage
- supervision
- relationship with supervisor
- relationship with subordinates
- relationship with co-workers
- policy and administration of the enterprise
- physical working circumstances
- personal factors
- status and
- Job security (Any 10 × 2) (20)

3.2.1 Traditional theory
Farmers and managers that adhere to this theory believe that most workers consider work as unpleasant,✓ only interested in money,✓ do not want to accept responsibility✓ and are not able solve their own work problems.✓ (4)

3.2.2 Human relations theory
Farmers and managers who follow this theory believe that :

- All workers have individual needs, feeling and moods✓
- Most workers want to be part of the farm✓
- The social needs of works are equal to their financial needs✓
- Most workers like to be continually informed✓ (4)

3.2.3 Human resource utilisation theory
Farmers and managers who follow this theory believe that most workers :

- Find work pleasant if they have goals to achieve✓
- Like to show their capabilities✓
- Are not fully utilised as regards their intelligence✓
- Can draw own work plans and standards, and even want to measure their own performance✓ (4)

3.3
- Difference in remuneration must be based on differences in the input requirements of the work
- Workers with the same production and quality of work must receive the same remuneration
- A bonus based on profits will possibly not be satisfactory if there are large annual fluctuations in profits
- The nature and size of the bonus must be in proportion with the size of the enterprise, capabilities of workers and length of service
- The bonus system must be simple so that the worker can understand it fully
- Remuneration based on minimum production standard must be within reach by the worker
- A group bonus can be successful if the total production of the group is the most important factor
- Workers must be paid for overtime. They must be certain about when and under what conditions it is paid
- The possibility of promotion must form an integral part of the remuneration system
- There must be a clearly described procedure for listening to, and settling, grievances relate to remuneration
- All workers must be informed about all the aspects of the remuneration policy and especially how the remuneration is determined. (Any 6 × 2) (12)

3.4 No distinction is made between the productivity of individual workers: the hard and lazy workers receive the same wage. To overcome this disadvantage, a large number of different rates of payments per unit of time are often introduced. However, in large farming business this often causes chaos and dissatisfaction.✓✓✓✓

A high degree of supervision is necessary, while theore4tically it will be possible to do away with supervision when workers are paid per unit of production. Supervision is also expensive because the supervisor, although not actually productive himself, usually receives a high wage . It is sometimes also necessary to supervise the supervisor✓✓✓✓

Time rates discourage the worker to improve his performance. This means that some or other forms of additional incentive must be introduced, which demands effort, time, money, co-ordination and planning to make nit effective.✓✓✓✓ (12)

3.5
- It must be possible to measure the worker's productivity
- The productivity of the worker must be directly related to his input
- It must be possible to ascribe production to a specific worker
- It must be possible to increase productivity
- The payment of the piece rate must make it possible to reduce the cost per unit of the product (5 × 2) (10)

[66]

QUESTION 4: FARM LABOUR RELATIONS AND COLLECTIVE BARGAINING

4.1.1 True
4.1.2 True
4.1.3 True
4.1.4 True
4.1.5 True
4.1.6 True
4.1.7 True
4.1.8 True

(8 × 2) (16)

4.2
- The trade union must not be given permission.✓
- If you give a trade union the permission, you create a precedent for the majority trade union, which will also have to be granted to other trade unions and will eventually cause further problems.✓✓
- Such a meeting and recruitment of members must take place out of working hours and away from the farm. Only when recognition has been granted, can meetings be held on the farm premises.✓✓ (5)

4.3
- Rumours among farm workers
- Unfair labour practices
- Poorly communicated management decision
- Favouritism by management
- Clashing personalities
- Inconsistent disciplinary actions
- Lack of a clear policy
- Poor working conditions
- Assaults
- Poor supervision
- Incomplete or poor instruction (Any 10 × 1) (10)

4.4
- Staff attrition
- More effective man-power planning
- Allowing people to go on early pension
- Early pension as a result of poor health
- Inviting farm workers to resign
- Increasing training to counteract unproductive time
- Reducing of overtime and Sunday time to a minimum
- Reduction of working time where possible
- Allowing all accumulated leave to be taken
- Temporary closure of parts of the activities of the farming enterprise

(Any 6 × 2) (12)

4.5 The control of the relationship between all employers (farmers) and employees (farm workers) is complex by nature and is the reason why the State provides a legal framework within which this relationship between the two main parties can function. An ongoing attempt is made to keep the balance by means of, inter alia, amendments to the law and changes in the role of the courts.✓✓✓✓

Farm workers sell their labour to the farmer in exchange for reasonable returns from the farmer in the form of remuneration, service conditions and treatment.✓✓

The farmer's role is to ensure that, within the framework of the objectives of the farming enterprise, the right things are done in the right way. This includes best utilization of labour.✓✓

The State is both the master and the servant of the two main participants. It is the master because it establishes the laws. Furthermore, it is the servant because it assists both of the main parties to run their relationship in an orderly manner by, for instance, establishing guidelines for reasonable termination of employment and legal strikes✓✓✓✓ (12)
[55]

TOTAL: 200

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