

Grade 12 Business Studies: Human Resources Study Guide

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Free Study Resources for South African Matric Learners

1. Human Resources Functions

- Human resource planning: forecast future HR needs
- Recruitment: attracting candidates (internal/external sources)
- Selection: choosing the best candidate (screening, interviews, tests)
- Induction/Orientation: introducing new employee to the organisation
- Training and Development: improving skills and knowledge
- Performance appraisal: assessing employee performance against standards
- Compensation and benefits: managing salaries, bonuses, leave, medical aid
- Labour relations: managing relationship between employer and employee

2. Labour Legislation

Basic Conditions of Employment Act (BCEA)

- Maximum 45 ordinary hours per week (9 hours per day for 5-day week)
- Overtime: max 10 hours per week; paid at 1.5x ordinary rate (2x on Sundays/public holidays)
- Annual leave: 21 consecutive days per year
- Sick leave: 30 days in 3-year cycle
- Maternity leave: 4 consecutive months (unpaid minimum)
- Notice period: 1 week (< 6 months); 2 weeks (6 months-1 year); 4 weeks (> 1 year or managers)

Labour Relations Act (LRA)

- Protects workers right to organise and strike
- Establishes CCMA (Commission for Conciliation, Mediation and Arbitration)
- Covers unfair labour practices and unfair dismissal
- Requires fair procedure for dismissal: disciplinary hearing before dismissal

Employment Equity Act (EEA)

Promotes equal opportunity; prevents unfair discrimination.

Affirmative action for designated groups: black people, women, persons with disabilities.

Requires equity plans from large employers.

3. Conflict Resolution

- Negotiation: direct discussion between parties to reach agreement
- Conciliation: neutral third party helps parties communicate (CCMA)
- Mediation: neutral third party proposes non-binding solution
- Arbitration: neutral third party makes binding decision
- Strike: collective work stoppage by employees (must be protected)
- Lock-out: employer excludes employees from workplace

TIP Protected strike: union gave 48-hour written notice; dispute referred to CCMA; certificate of unresolved dispute issued. Unprotected strike: no legal protection; employees may be dismissed.