NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS	
QUALIFICATION CODE: 08HRM	**LEVEL: 8**
COURSE CODE: CMA812S	**COURSE NAME**: COMPENSTION MANAGEMENT
SESSION: November 2024	**PAPER:** THEORY
DURATION: 3 HOURS	**MARKS:** 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr Elias Kandjinga
MODERATOR:	Dr S. Amunkete

INSTRUCTIONS

1. Answer **ALL** the questions.
2. **Question 1 &2 case studies is an Annexure from pages 4-5 (these pages may be removed for easier reading).**
3. You are expected to apply your subject knowledge to the questions.
4. Write clearly and neatly.
5. Number your answers clearly.

PERMISSIBLE MATERIALS

1. Pen
2. Ruler

THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)

Section A (Answer all the questions) **[50 marks]**

Question1

Analyse the case study on pages 4-5 and answer all the following questions.

1.1. **Discuss** the significance of a TCTC remuneration strategy at Natives Oil and Gas (NOG) PTY LTD **(10)**

1.2. According to PWC (2022), "the Namibian Income Tax Act does not in principle address the use and application of a Total-Cost-To-Company ("TCTC") package, but only the tax treatment of employment income and benefits". **Explain why** it is a popular remuneration practice in Namibia despite statutory inadequacies. **(10)**

1.3. PWC (2022) argues that while the Namibian Income Tax Act prohibits basic pay reductions because they may be considered salary sacrifices, the TCTC approach perpetuates the salary sacrifice bottleneck. **Describe** the salary sacrifice concept and demonstrate how it works in an example case with a NOG employee. **(15)**

1.4. NOG agreed to a Recognition and Procedural Agreement with the Mine Workers Union (MUN) last year. The Union urged that NOG management consider converting bargaining unit employees to a Basic plus benefits remuneration model. The union claims that the TCTC strategy benefits the business and those in management more and that industry norms support this belief. You are an independent consultant hired by NOG to investigate the possibility of a basic plus remuneration model. **Provide** management with a **summary report** detailing your findings and recommendations for adoption.

(15)

Section B (Answer all the questions) **[50 marks]**

Analyse the case study on pages 4-5 and answer all the following questions.

Question 1

1.1. The case study above signposted the significance of some discretionary benefits. In relation to the case study, discuss in detail the significance of various discretionary & legal benefits offered and could be offered by Superior Software Services and how the application of those benefits can enhance the work and life experiences of Superior Software Services employees. **(15)**

1.2. According to the case study, 'Joan believes that changing the time off policies could reduce the number of unscheduled absences, but she is not sure if her idea will address her concerns'. **Why** is Joan uncertain whether her idea to change the paid off time will address the problem? **(8)**

1.3. As a compensation professional you have observed that Joan company is offering below markets benefits and pay in turn threatening their market share in a highly competitive market. **Recommend** and **justify** to Joan the types of incentives and benefits she can introduce to attract and retain executives and below executive employees. **(12)**

1.3. In a short summary, **how** did the Compensation Management course shape your understanding of the compensation structure in the world of work? How do you foresee applying what you have learned thus far? *Here, you must express your understanding in your own words and not list topics or themes appearing in your prescribed course materials. Also, please note that this question is twofold, the latter requiring you to relate theory to practice.* **(15)**

End of Paper!

Total Marks: 100

Good Luck!

Annexure 1: Questions 1 &2 Case Studies

Question 1 Case study

Natives Oil and Gas PTY LTD Remuneration Approach

Natives Oil and Gas (NOG) PTY LTD is a Namibian-owned firm that drills and explores crude oil and natural gas in the Orange basin. It has also obtained an exploration license in the Okavango Delta and found large oil discoveries awaiting economic viability confirmation. The new discovery will significantly impact this young but competitive company's future growth and operations. Given that the company has been operating for nearly three years, the embryonic stage suggests that offering substantial salary packages to recruit local and international talent is difficult. To achieve the strategic goal of expanding and diversifying markets with multi-talented workforce, NOG adopted a Total Cost To Company (TCTC) remuneration strategy tied to the early stages of the organisation's life cycle model.

Source: Assessor's own

Question 2: Case Study

Time off at Superior Software Services

As she hangs up the telephone, Joan Jackson realises that she needs to consider changing her company's time-off policies. She just received a call from an employee reporting off work because he is sick. This is the second employee on the same project team to call of this week and the unscheduled absence will likely cause a delay in meeting the project deadline. Joan, the president of Superior Software Services, is proud that her company has earned a reputation for providing high-quality software solutions. Superior recruits and retains top software engineers and also an impressive administrative staff. However, even with a talented staff, Joan is concerned about the company's ongoing ability to meet project deadlines.

Over the past few months, unscheduled absences have caused Superior to delay the delivery of software products to a few clients. When a staff member calls in to take a sick day without prior notice, shifting employees to cover the work to meet a deadline is difficult. Joan believes Superior's time off policies may be causing some of their problems. Superior employees offer 7 vacation days and 5 sick days each year. The company has a policy that employees may use sick days only for illness or emergencies. Employees may not schedule sick days in advance. Vacation days are scheduled at the beginning of the year. Employees receive approval of their requested vacation days on a seniority basis, so most employees designate the days they will take their vacation leave within the first few weeks of a new year so they are able to plan vacation travel effectively.

Joan believes Superior's current time off policy incentivizes employees to call off at the last minute. She has learned from supervisors that many employees use their sick days to care for personal business, such as attending parent-teacher conferences or running errands. These events could often be pre-scheduled time off, but employees do not feel they have a time off option to address such needs. Sick days can't be prescheduled, and vacation days are already committed at the beginning of the year. Joan believes that changing the time off policies could reduce the number of unscheduled absences, but she is unsure if her idea will address her concerns. She is considering replacing the current vacation/sick day allowance with a paid time off bank. Employees would receive 12 paid time off days each year. They would be permitted to schedule preferred days off at the beginning of the year so that they can make vacation travel plans. But the remaining days could be scheduled ahead of time to take care of personal business. Joan believes this change will encourage employees to schedule their time off in advance when possible. With advance notice of absences, supervisors can plan projects and meet deadlines.

Martocchio (2011)