



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	
QUALIFICATION CODE: 08HRM	LEVEL: 8
COURSE CODE: CMA812S	COURSE NAME: COMPENSTION MANAGEMENT
SESSION: January 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY/SUPPLEMENTARY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr Elias Kandjinga
MODERATOR:	Dr S. Amunkete
INSTRUCTIONS	
1. Answer ALL the questions. 2. You are expected to apply your subject knowledge to the questions. 3. Write clearly and neatly. 4. Number your answers clearly.	

PERMISSIBLE MATERIALS

1. Pen
2. Ruler

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

Section A (Answer all the questions)

[40 marks]

Question 1

Read the following case study and answer the following questions.

Fenni is a millennial (29), while Vakatika is a Baby Boomer (58). They both work in the same department and occupy similar roles. However, their attitude toward work is different, and their productivity levels are equally distinct. Fenni is super-fast, enjoys working in teams, has excellent computer skills, and enjoys flexible working hours. She tends to be sluggish, mostly on social media. She complains about little things and makes costly mistakes. Just the other Monday, she provided updates on the Burna Boy show in Windhoek. She prefers to be called Finest or Fineta. She changed jobs; this is her third already, and she has shown signs of jumping ship. Vakatika, on the other hand, has never changed jobs; this is his first and likely to be his last; he is loyal to his employer and appreciates the little he earns. He is slow, prefers to work alone, hates working on the computer, and produces quality work without traceable mistakes. He prefers to work at the office all the time and hardly complains. He has a smartphone but sometimes calls Fenni to assist her with setting up applications like MS Teams. Although they hardly got along yesterday, Fenni assisted Vakatika with LinkedIn registration because 'Finest' told him he could get hired via LinkedIn. Although Fenni once said he was boring, he was excited but equally worried if he could really get a job at the age of 58 because his organization didn't care much about his growth. Given his age, he sometimes considers farming the only realistic post-employment option.

Source: Kandjinga (2023)

- 1.1. **Do** factors such as the demographic composition of the company workforce matter when considering discretionary benefits? **Justify** your answer. **(10)**
- 1.2. Having read the above scenario, how will you satisfy and retain the varying degrees of talent of Fenni and Vakatika? **(15)**
- 1.3. Suggest various benefits that will prevent Fenni from her wanderlust and Vakatika from thinking he seemingly entered the spectre of uselessness. **(15)**

Section B (Answer all the questions)

[60 marks]

Question 1

“FISHCOR, which is a holding company, and its subsidiaries is responsible for the catching, processing, and marketing of fish and fishery products. FISHCOR was founded on 27 December 1991 in accordance with the National Fishing Corporation of Namibia Act, 1991 (Act No. 28 of 1991) which paved the way for the establishment of the subsidiaries to carry on the business of commercial fishing and fish processing, and the marketing and exporting of fish and marine products.

The group has an outdated Patterson grading system with the last update being 15 years ago. The salary grading system is of critical importance as it will provide a framework for compensation by defining the amount of pay applicable at each grading level, inter alia. In addition to the above, the organisation has 96 roles in its organisational structure, some roles with outdated job descriptions and others with no definitive role descriptions at all. There is, therefore, an urgent need to conduct a job evaluation and to, subsequent thereto, compile or amend job descriptions.”

Source; https://www.seaflowergroup.com.na/?page_id=530

As a Remuneration Consultant contracted by FISHCOR, and required to provide specialised compensation skills:

- 1.1. Fishcor, noted ‘... the salary grading system is of critical importance as it will provide a framework for compensation by defining the amount of pay applicable at each grading level, inter alia’. **Critically discuss** this statement.
(15)
- 1.2. The group (FISHCOR) has an outdated Patterson grading system with the last update being 15 years ago. Within the context of organisational maturity, **discuss** the implications this has on talent attraction and retention. (10)
- 1.3. The above scenario also noted that ‘there is an urgent need to conduct a job evaluation and to, subsequent thereto, compile or amend job descriptions.’

Why does FISHCOR urgently need to conduct a job evaluation and compile and amend job descriptions? **(15)**

- 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.*

(20)

End of Paper!

Total Marks: 100

Good Luck!