



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS	
QUALIFICATION CODE: 08HHRM	LEVEL: 8
COURSE CODE: CMA812S	COURSE NAME: COMPENSATION MANAGEMENT
DATE: JANUARY 2023	PAPER: 2nd Opportunity
DURATION: 3 HOURS	MARKS: 100

SECOND(2 ND) OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr. Werner Coetzee
MODERATOR:	Dr Simeon Amunkete

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number your answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper
2. Examination script

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

Section A (20marks)

Multiple Choice Questions

Question 1

1. Direct compensation includes which of the following:

1. Flexible benefits
2. Long-term incentive pay
3. Workers' Compensation
4. Unpaid leave

2. Indirect compensation is represented by which of the following:

1. Social Security benefits
2. Short-term incentive pay
3. Differential pay
4. Merit pay

3. An audit and review of the services and costs billed by health-care providers is known as:

1. Procedural review
2. Practice analysis
3. Utilization review
4. Operational control

4. Person-based pay systems:

1. Pay higher performers more aggressively
2. Pay employees with long service more
3. Will not work when large numbers of professionals are employed
4. Pay employees for what they are capable of doing rather than the tasks they currently perform

5. Executives typically receive:

1. All of their direct compensation in incentives
2. Fewer perquisites than other employees
3. A higher percentage of their direct compensation in base salary than do other employees
4. A wider variety of compensation programs than do other employees

6. Which of the following employees must be paid overtime?

1. A janitor who worked 30 hours during the workweek and was also paid for 12 hours of vacation time
2. A vice president in charge of operations who worked 50 hours last week
3. A nonexempt employee who put in 45 hours last week
4. A dock worker who worked 40 hours, including 10 hours on Christmas

7. Which is an example of a health-related service that would be under the area of employee assistance programs?

1. Smoking cessation
2. On-the-job accident protection
3. Family and marital counseling
4. High blood pressure control

8. A compensation program should address which of the following objectives?

1. legal compliance with all appropriate laws and regulations
2. cost effectiveness for the organization
3. internal, external, and individual equity for employees
4. all of the above

9. An employee who holds a non-exempt position under the Fair Labor Standards Act:

1. exercises discretionary authority for independent action
2. uses the percentage of his or her time performing routine, manual, or clerical work
3. earns an annual income in excess of N\$100,000
4. none of the above

10. One strategic business reason for offering a comprehensive benefits package to employees is:

1. to help attract and retain employees
2. to beat out the competition
3. to decrease employer operating costs
4. to offer cafeteria-style health care plans to employees

(Answer the questions under this case study in this section)

Section B

Question 1 (20marks)

In order to maintain competitive advantage organisations enter global markets, and due to acquisitions it is possible that an organisations can be owned or partially owned by a foreign based organisation. Discuss factors that will influence your decision in designing international compensation for your employees who are deployed to foreign assignments. **(20)**

Question 2 (20marks)

2.1 Discuss the importance of the process through which the compensation can be aligned with the business initiatives. (10)

2.2 Employee Benefits can be discretionary or compulsory by law. Discuss the objectives of this aspect of compensation. (10)

Question 3 (10marks)

A large company involved in the scale and marketing has consulted you of innovation in the technology world. Discuss numerous incentive strategies that you can adopt in motivating the marketing and other staff with the push it requires to dominate the market within a short period of time. (10 marks)

Question 4 (10marks)

For the informed, the purpose is to align remuneration with best practice, giving the Employee more flexibility. Total Packages also serves to attract individuals to the organisation and to retain a skilled workforce in a labour competitive environment. It further benefits Employees without necessarily increasing employment costs.

4.1 Contend the motives you would use to explain the inclination of total package in Africa and particular in Namibia perspective. (10 marks)

Question 5(20marks)

The crafting of the remuneration strategy indicates the management's commitment to grow the business, attract and please its staff, compete successfully, conduct efficient operations, and improve productivity and market performance. Discuss the main categories of the performance management system concept of its strategic role and approaches (20)

Total: 100

