



PAMIBIA 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 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Dr S. Amunkete
MODERATOR:	Ms C. Kasuto
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 6 PAGES (Including this front page)

Section A (Answer all the questions)

[45 marks]

Question 1

Read the following case study and answer all the following questions.

Green Energy is a public enterprise that operates in a highly competitive market characterised by the war for talent. The enterprise took the decision to introduce a salary grading and the performance management system. The company contracted a renowned driver of business & HR strategy globally to oversee the implementation of the two systems albeit the company having a fully-fledged HR department including a Remuneration Specialist. The decision to use an external consultant was criticised by many, including employees citing that the company wasted resources by hiring an external consultant to implement the two systems while the company has experts on its establishment idling.

The Remuneration Specialist also had a negative view of the decision, believing that their role has been relegated to that of bystander at a time when their expertise is required. After establishing the practitioner-client relationship, the consultant hit the ground-running. First, they started with the review of job descriptions, interviewed job incumbents before grading each position. This phase was welcomed by employees as they felt they had been underpaid for a long time.

After completing phase 1, the next phase was the performance management system. This phase was not as smooth as the previous phase due to resistance from employees including some managers. They viewed the system to control and micromanage them although they are performing and meeting their targets daily. Performance wise, the company has not been doing well and has been receiving government bailouts since. The external consultant roped in the internal Remuneration Specialist sometime later in the project to play an administrative role, assist in project meeting briefings and to champion the change as a role model.

Source: Assessor's own

Questions

- 1.1. **Discuss** the significance of job evaluation at Green Energy and **justify** why the company embarked upon the job evaluation project even after an outcry from key stakeholders that the project is very expensive and thus not necessary. **(10)**

- 1.2. **Demonstrate** the relationship between Job evaluation and performance management and **how** the two concepts can improve Green Energy employee value proposition. **(10)**

- 1.3. **Why** do you think Green Energy employees favoured a job grading exercise over a performance management system? **(10)**

- 1.4. Assuming you are Green Energy Remuneration Specialist, you later observed that the external consultant recommended a traditional pay structure to be adopted. **Advise** the consultant **why** the suggested pay structure is not suitable. Equally, **suggest** a suitable pay structure with a clear justification. **(15)**

Section B (Answer all the questions)

[55 marks]

Question 1

Read the following case study and answer all questions that follows

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 in order 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 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 effectively plan vacation travel.

Joan believes Superior's current time off policy creates an incentive for employees to call off at the last minute. She has learned from supervisors that many employees use their sick days to take care of personal business such as attending parent-teacher conferences or running personal errands. These are often events that could 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 not sure 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 will be able to plan projects and meet deadlines.

Martocchio (2011)

Questions

- 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 work and life experiences of Superior Software Services employees. **(20)**
- 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's 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? Do you foresee **applying** what you have learned thus far, how? *Here, you are required to 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!