

# **REWARD MANAGEMENT**

## **FINAL EXAM**

### **Instructions**

**Attempt question one and any other three questions**

#### **Question One (Compulsory)**

Daphne Jones has recently been appointed as personnel manager of the Cavendish Hall Hotel. A 200-bedroom, four-star country house hotel located in rolling hills a few miles south of a major northern industrial conurbation. The hotel provides a wide range of conference and banqueting facilities and is a popular wedding location. Despite poor reviews from the guests concerning the cost of drinks and the quality of the food on offer, the hotel is financially successful, having recently recorded increased annual profits. Soon after her appointment Daphne decided that it is necessary and desirable to introduce a new payment system which links reward to individual effort and competence. She was concerned that the present system of paying everyone in a job role the same rate irrespective of their individual performance is unfair and tends to demotivate the best performers. She therefore decided to take a different approach when determining this year's annual pay rises.

- a. Explain five objectives of compensation that Daphne needs to consider before she makes the final decision (10 mks)
- b. Discuss five reward principles that Daphne can use in the above Hotel (5 mks)

#### **Question Two**

Governments in public service are experiencing employees' crisis. Examine the role of job analysis in solving the employee crisis (15 mks)

#### **Question Three**

- a. Critically analyze reasons why every organization needs to carry out job evaluation from time to time (10 mks)
- b. Every organization should always seek to comply with legal requirements when carrying out their reward management. Support this statement (8 mks)

#### **Question Four**

- a. Propose why job description is an important document that every HR department should have (10 mks)
- b. Examine the relationship between Job specification and Job description (5 mks)

### **Question Five**

- a. Imagine that you have been invited as a guest speaker in an international forum on reward management issues facing organizations in the world. Discuss reasons why you would advise every organizations to have clear reward structures (8mks)
- b. Advise organizations how they can carry out fair, just, equity and consistence compensation (7mks)