

= QUESTION PAPER =

# University of Fort Hare

HRM 325 = REMUNERATION MANAGEMENT

NOVEMBER 2024 – SUPPLEMENTARY EXAM PAPER

Time : 3 hours

Marks : 100 marks

Department : Industrial Psychology

Paper : Remuneration Management

This paper consists of 3 pages,

(including the cover page)

Examiner: Johan Delport

External Examiner: **Dr. F. Mabasa**

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## INSTRUCTIONS

1. PLEASE use CLEAN CLEAR HANDWRITING – Not being able to read your handwriting, makes it impossible to give you the marks you deserve.
  2. CLEARLY NUMBER YOUR ANSWERS
  3. If you used additional paper, please ensure that your student number is included on the document
  4. URGENT = PLEASE “ensure” you keep the proof, that “you wrote the exam”, as evidence, in the event that your paper is misplaced. – PLEASE, DO NOT THROW IT AWAY!!
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**Please answer the following additional question/s**

<p>1. Effective reward strategies positively influence employee behavior by incorporating extrinsic and intrinsic motivators. The list and describe (explain) the <u>6</u> (six) elements of total rewards that collectively define an organisation's strategy to attract, motivate, retain and engage employees (1 mark list + 1 mark describe).</p>	<p><b>(12)</b></p>
<p>2. The area of "reward" is a fertile ground for confusion and it is therefore important to clarify a terms on the basis of the most widely used interpretations of "reward". Please <i>list and describe</i> the <u>6</u> (six) elements which make up a reward system. (1 mark list + 1 mark describe).</p>	<p><b>(12)</b></p>
<p>3. Job evaluation can be used in various circumstances. Please list the <u>8</u> (eight) circumstances / scenario's where job evaluation is used.</p>	<p><b>(8)</b></p>
<p>4. Please define the following principles/concepts/items:</p>	
<p>4.1. Operational excellence</p>	<p><b>(1)</b></p>
<p>4.2. Practices or systems</p>	<p><b>(1)</b></p>
<p>4.3. Reward criteria</p>	<p><b>(1)</b></p>
<p>4.4. Job analysis</p>	<p><b>(1)</b></p>
<p>4.5. Job description</p>	<p><b>(1)</b></p>
<p>4.6. Job evaluation</p>	<p><b>(1)</b></p>
<p>4.7. Job grading</p>	<p><b>(1)</b></p>
<p>4.8. Job specification</p>	<p><b>(1)</b></p>
<p>4.9. A job family</p>	<p><b>(3)</b></p>
<p>4.10. Pay structure</p>	<p><b>(1)</b></p>
<p>4.11. Pay ranges</p>	<p><b>(2)</b></p>
<p>4.12. Pay overlaps</p>	<p><b>(1)</b></p>
<p>4.13. Pay slopes</p>	<p><b>(2)</b></p>
<p>4.14. Pay ratio</p>	<p><b>(1)</b></p>
<p><b>(18)</b></p>	
<p>5. Please explain the role of the payroll department in relation to the HR department, within the organization.</p>	<p><b>(9)</b></p>
<p>6. Team-based pay schemes provide financial rewards to individual employees working within formally established teams, teams with shared objectives. Payments under the</p>	<p><b>(10)</b></p>

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<p>scheme depend on team performance and they can be shared equally among team members, or distribution can vary between individuals.</p> <p>Please explain / discuss the difference between the following “types” of teams.</p> <p>6.1. Parallel team (3)</p> <p>6.2. Project team (3)</p> <p>6.3. work team (4)</p>	
<p>7. There are many reasons why organisations use market surveys, in order to set pay levels, but the most common reasons are to:</p> <ul style="list-style-type: none"> <li>a) Put pay scales to the job grades.</li> <li>b) Compare pay and benefits for <i>equivalent jobs</i> in other organisations.</li> <li>c) Track pay increases and market movements in pay.</li> <li>d) Provide input into one’s remuneration strategy and policy.</li> </ul> <p>Please list / discuss / explain the <u>7</u> elements where the market survey information can help an organisation to achieve setting their pay levels.</p>	(7)
<p>8. Annual salary adjustments or annual increases can be a very costly affair and can/could lead to industrial action within the organization or sector.</p> <p>Please list the <u>10</u> (ten) Steps which need to be taken into account / considered, during annual increases are:</p>	(10)
<p>9. The purpose of a pay structure is to provide guidelines as to which grade personnel are on. It provides a logical framework on which to base remuneration decisions.</p> <ul style="list-style-type: none"> <li>a) Gives structure</li> <li>b) Measurable</li> <li>c) Gives “staff” a place to fit into</li> </ul> <p>Please list/explain/discuss the <u>12</u> (twelve) features of a well-designed pay structure</p>	(12)
<p>10. The POPI Act is important because...</p>	(2)

**TOTAL**

**(100)**  
(12+12+8+18+9+10+7+10+12+2)

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