



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

P.O. Box 62157
00200 Nairobi - KENYA
Telephone: 891601-6
Fax: 254-20-891084
E-mail: academics@cuea.edu

MAIN EXAMINATION

MAY – JULY 2016 TRIMESTER

FACULTY OF COMMERCE

MBA EVENING PROGRAMME

CMH 614: EMPLOYEE REWARDS AND COMPENSATION

Date: JULY 2016

Duration: 3 Hours

INSTRUCTIONS: Answer ALL Questions

Q1. Read the case study and answer the questions that follow.

Required

- a) If you were Mr. Black what would you do and why? **(5 marks)**
- b) How do you think the company got into this situation in the first place. **(2 marks)**
- c) How can the job evaluation information be useful to ACME manufacturing company. **(5 marks)**
- d) Explain any SIX aims of reward management in an organization. **(6 marks)**
- e) As a Human Resource Consultant the management of ACME manufacturing company seek your advise on the possible components of an executive remuneration package. Advice them. **(6 marks)**
- f) In order to attract and retain talent, a good reward system must be competitive. Explain to the management of ACME manufacturing company on techniques that they can use to gather data for establishing competitive reward systems. **(6 marks)**

- Q2. As a Human Resource Consultant a newly established firm has approached you to guide in the development of a reward policy. Explain to the team
- a) Key aspects that should be covered in the reward policy. **(5 marks)**
 - b) The issues that they should clearly understand before developing the reward policy. **(10 marks)**
- Q3. a) Discuss any FOUR types of pay structures that an organization may adopt. **(8 marks)**
- b) Write brief notes on any two analytical and non-analytical methods of job evaluation that job evaluators may use to conduct the exercise highlighting TWO advantages and ONE disadvantages of each method. **(7 marks)**
- Q4. a) Analyse the concept of total reward and justify the adoption of this approach in the development of a reward system in an organization. **(8 marks)**
- b) Argue for and against the use of flexible benefit plans in organizations. **(7 marks)**

END