



JULIUS NYERERE SCHOOL OF SOCIAL SCIENCES

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

**MASTER OF SCIENCE DEGREE IN HUMAN RESOURCE
MANAGEMENT**

LEVEL 1 SEMESTER 2

EXAMINATION QUESTION PAPER

MODULE CODE HRMM 522

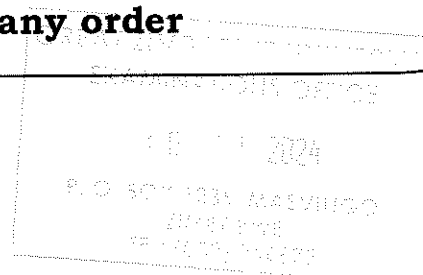
MODULE NARRATION REWARD MANAGEMENT

DATE

DURATION 3 HOURS

INSTRUCTIONS TO CANDIDATES:

- 1. Answer section A and any two questions in section B.**
- 2. Section A carries 40 marks and each question in section B carries 30 marks.**
- 3. Questions may be answered in any order**



SECTION A

Read the case below and answer questions that follow:

The Coventry, Solihull and Warwickshire Partnership

In 2002 three local careers services serving the West Midlands merged to form the Coventry, Solihull and Warwickshire Partnership (CSWP). It is a not-for-profit organisation which is independent, but each of its three constituent parts was once part of a local authority. Following the merger it became apparent that it was very unsatisfactory to continue employing staff on three completely different sets of terms and conditions. Not only were holiday entitlements and mileage allowances different, but the merger also brought about a situation in which people doing essentially the same job were paid different amounts because the grading systems used by each of the three legacy organisations differed considerably. It was therefore decided to draw up a new set of terms and conditions that would apply to everyone (i.e. a single-status arrangement) and a new payment system consisting of 18 grades and 66 spinal column points (i.e. steps) on to which all existing staff would be assimilated. The system was devised by the Hay Group using their job evaluation system, the hope of managers being that subcontracting the work to an independent consultancy would make the results more acceptable to employees. However, officials of UNISON (the recognised trade union at CSWP) were unhappy about some of the details and refused to recommend acceptance of the new package of terms and conditions when their members were balloted about it in 2003. As a result it was soundly rejected in the vote, despite the fact that the majority of staff would benefit financially from their regrading and that those who did not would have their pay red-circled indefinitely. A general pay rise of 3.5 per cent was also associated with acceptance of the deal. A subsequent analysis of the reasons established that a lack of communication by managers with employees about the implications of moves to a single-status arrangement was responsible, along with

a dislike among staff for the pressure they had been put under to accept the whole deal as a condition for receiving the 3.5 per cent rise. Over the following two years negotiations with UNISON continued resulting in some concessions being made on the details of the new pay structure. Moreover, senior managers took care to consult more effectively with staff, staging roadshows at which they explained the implications for staff and gave everyone an opportunity to express their views. A further ballot was held and this time the new deal was accepted.

Source: IRS 200

- i) Evaluate the effectiveness of the reward management strategy that was employed by this organisation in propelling employee satisfaction and addressing inequality. (10)
- ii) Discuss why you would use Hay guide job evaluation method, if you were asked to do a job evaluation for this organisation. (20)
- iii) Discuss any three problems the organisation was likely to face if it had continued employing staff on three completely different sets of terms and conditions. (10)

SECTION B

2. Analyse the view that most organisations in Africa and Zimbabwe in particular have failed to realise the main objectives of reward management.
3. Assess the view that compensation management has become more complex and challenging in Zimbabwe due to work intensification and employee diversity.

4. Analyse Deming (1985)'s view that individual performance-based pay is counterproductive.
5. Discuss any four dimensions of recognition awards.