



Kasarani Campus
Off Thika Road
Tel. 2042692/3
P.O Box 49274, 00100
NAIROBI
Westland Campus
Pamstech House
Woodvale Grove
Tel. 4442212

KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATIONS, 2022/2023 ACADEMIC YEAR
FIRST YEAR, FOURTH SEMESTER EXAMINATIONS
FOR DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DHR 1111- REWARD MANAGEMENT

Date: 3rd August 2022
Time: 11.30am-1.30pm

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS.

QUESTION ONE (30 MARKS)

Read the following case study and answer question 1(a) to 1(f).

NENA EQUAL PAY POLICY.

Nena Ltd is committed to the principle of equal pay for all our employees. We aim to eliminate any bias in our pay system. We understand that equal pay between men and women is a legal right under existing Labour laws and International Labour Organisation Convention 100. It is in the interest of the organization to ensure that we have a fair and just pay system. It is important that employees have confidence in the process of eliminating gender bias and we are, therefore, committed to working in partnership with the recognized trade unions who represent workers in pay negotiations and, terms and condition of employment.

As good business practice we are committed to working with trade union/employee representatives to take action to ensure that we provide equal pay. We believe that in eliminating gender bias in our pay system, we are sending a positive message to our staff and customers. It makes good business sense to have a fair, transparent reward system and it helps us to control costs. We recognize that avoiding discrimination will improve morale, transparency and enhance efficiency in performance management. Anjeline, the CEO at Nena Ltd includes the salaries in the job description and conducts job evaluation after every 5 years.

a) Define the following terms

- i. Reward strategy. (3 marks)
- ii. Non-financial rewards. (3 marks)

b) Highlight the benefits of Total Rewards (6 marks)

c) The Human Resources Manager at Nena Ltd advocates for transparency in pay. Outline six benefits of pay transparency. (6 marks).

d) A job evaluation is composed of job compensable factors. State some of the compensable factors that an organization like Nena Ltd values and chooses to pay for. (6 marks).

e) The CEO at Nena Ltd stated that "*It makes good business sense to have a fair, transparent reward system and it helps us to control costs*". Describe some of the features of a good reward system. (6 marks)

f) State the aims of market analysis in reward system. (6 marks)

QUESTION TWO(20 MARKS)

- a) Explain the key principles of performance management as stated by William Demings. (10 marks)
- b) Discuss any FIVE theories that explains the pay levels. (10 marks)

QUESTION THREE(20 MARKS)

- a) Practically, reward policies address broad issues within the organization. Clearly analyse the issues that you seek to address as a human resource professional when implementing an effective reward policy. (10 marks)
- b) Using examples, explain the aim of reward management. (10 marks)

QUESTION FOUR (20 MARKS)

- a) Using the Towers Perrin Model of Total Reward demonstrate your understanding of the concept of total rewards. (10 marks)
- b) Discuss the importance of job evaluation. (10 marks)

QUESTION FIVE (20 MARKS)

- a) Explain the various forms of employment relationship. (10 marks)
- b) To achieve an appropriate balance between financial and non-financial rewards, organisations offer a broad-brush reward strategy which may commit the organization to pursuit of a total rewards policy. Explain the broad strategic aims of broad-brush reward strategy. (10 marks).