

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2023-25)  
END TERM EXAMINATION (TERM -III)**

Subject Name **Compensation, Benefits and Rewards Management**

Time: **02.00 hrs**

Sub. Code **PGH32**

Max Marks: **40**

**Note:**

**All questions are compulsory. Section A carries 5 marks: 5 questions of 1 mark each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.**

**Kindly write all the course outcomes as per your TLEP in the box given below:**

<p><b>CO1-</b> Relate compensation management to wage theories and concepts</p> <p><b>CO2-</b> Describe the process and evaluate the implications of job evaluation and Identify the internal and external environmental factors that have an impact on the pay structure of an organization</p> <p><b>CO3-</b> Understand the different types of incentives and performance-linked pay offered by the organizations and analyze, integrate, and apply this knowledge to solve compensation-related problems in organizations.</p> <p><b>CO4-</b> Evaluate the concepts of employee benefits issues and executive remuneration to help the organization achieve a competitive advantage.</p> <p><b>CO5-</b> Demonstrate an understanding of the process of designing a pay structure and statutory issues associated with compensation.</p>
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**SECTION - A**

Attempt all questions. All questions are compulsory.

**1×5 = 5 Marks**

Questions	CO	Bloom's Level
<p><b>Q. 1: Define and explain the following as mentioned in Code on Wages and Code on Social Security:</b></p> <p>(A). Gig Workers (B). Worker (C). Wages (D). Platform Worker (E). Minimum Wages</p>	CO5	L2

**SECTION – B**

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)

**7 x 3 = 21 Marks**

Questions	CO	Bloom's Level
<p><b>Q. 2: (A).</b> Identify and explain the key internal and external factors that influence compensation decisions within an organization.</p> <p align="center"><b>Or</b></p> <p><b>Q. 2: (B).</b> Explain the concept of total rewards and discuss the different components of a comprehensive compensation package.</p> <p><b>Q. 3: (A).</b> Imagine you are an HR manager tasked with conducting a job evaluation using the point method for two positions in your organization: "Sales Manager" and "Customer Service Representative." Develop a point-factor plan for each position, assigning weights to key job factors such as skills, responsibilities, and working conditions, and calculate the total point values for</p>	CO1	L3

<p>both positions. Justify your choices and explain how the point method can help ensure fairness and consistency in evaluating different roles within the organization.</p> <p style="text-align: center;"><b>Or</b></p> <p><b>Q. 3: (B).</b> Company Y is restructuring its organizational hierarchy to improve efficiency and accountability. As part of this initiative, you are tasked with designing a point-factor plan to evaluate managerial positions within the company. Outline the key job factors relevant to managerial roles, assign appropriate weights, and calculate total point values for positions such as "Operations Manager" and "Marketing Manager." Explain how the point method can help align managerial responsibilities with organizational goals and facilitate succession planning.</p> <p><b>Q. 4: (A).</b> You are an HR manager tasked with designing a compensation and benefits package for employees of a newly established company in India. Identify and explain the key legal benefits mandated by Indian labor laws.</p> <p style="text-align: center;"><b>Or</b></p> <p><b>Q. 4: (B).</b> You are the HR manager of a startup company aiming to attract top MBA talent. Design a creative fringe benefits program that aligns with the preferences and needs of MBA graduates while staying within budget constraints. Justify your choices and explain how this program can give your company a competitive edge in the recruitment process.</p>	CO2	L4
<b><u>SECTION - C</u></b>		
Read the case and answer the questions	<b>7×02 = 14 Marks</b>	
<b>Questions</b>	<b>CO</b>	<b>Bloom's Level</b>
<p><b>Q. 5: Case Study:</b> After 10 years in business, John Shurtman has determined that it is time to hire a sales representative. As the founder and president of United Fleet Service (UFS), John has been the main driver of new business sales for the company. However, as UFS has grown, John has found that he must spend more time on planning and administration, leaving little time to generate new sales leads or call on potential customers. UFS provides maintenance, mechanical repair services, and body repair services to organizations that maintain fleets of large vehicles. UFS customers include mostly school districts that own bus fleets and municipalities that own fleets of fire and police vehicles. While UFS has a strong hold on these public sector organizations, John sees many opportunities for expansion through targeting other potential customers such as utility companies and commercial trucking companies. UFS has several competitors in its geographic area, but none provide as comprehensive a service as UFS. For example, several competitors provide mechanical repair services, but do not provide body repair services; on the other hand, several competitors provide body repair services, but do not provide mechanical repair services. UFS also has a reputation for high-quality repairs and fast turnaround times on service. With these strengths in mind, John is convinced that an effective sales representative that can take the time to contact and develop relationships with potential customers can help lead the organization to expansion. John has experienced steady growth over the past 10 years, acquiring just two or three new customers each year. Leads on potential new customers have come primarily through referrals from current customers. John personally called on the leads to secure sales. Once a target was established as a customer, John</p>	CO3	L5

<p>handed the customer account over to a service advisor. The service advisor's role is to process incoming vehicles and communicate work progress with customers. Service advisors are also encouraged to generate new sales from current customers by suggesting add-on services or establishing ongoing maintenance schedules. Due to increased volume growth, the service advisors have had little time to develop more significant relationships with customers. Because of this, UFS has missed out on many add-on sales opportunities. Therefore, John plans to hire a new sales representative to both call on new customers and develop better relationships with current customers. Cultivating new customers will require cold-calling on potential customers as well as following up on referrals from current customers. Because most companies that have vehicle fleets establish contractual relationships with mechanical service providers, some new customers may take a long time to acquire. That is, the sales representative may have to interact with a potential new customer over an extended period of time until the company's contract with another service provider expires.</p> <p>Working with current customers will require significant interaction with the service advisors to understand each customer's past history of services and identify opportunities to increase the number and frequency of services provided. Growing business from current customers will also require spending time developing relationships with each customer.</p> <p>Before he begins recruiting for this position, John must determine how to compensate the new sales representative. He's researched market rates for sales representatives in his industry and has a targeted salary range, but he wants to make sure that the compensation plan provides enough incentive to both secure new sales and spend time developing relationships with current customers</p> <p>Questions:  <b>Q. 5: (A).</b> What are the sales objectives for the new sales representative? What role will the compensation design play in motivating the new sales representative?  <b>Q. 5: (B).</b> What kind of sales incentive plan do you recommend? Why?</p>		
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**Kindly fill the total marks allocated to each CO's in the table below:**

<b>COs</b>	<b>Marks Allocated</b>
<b>CO5</b>	5 Marks
<b>CO1</b>	7 Marks
<b>CO2</b>	7 Marks
<b>CO3</b>	14 Marks
<b>CO4</b>	7 Marks

**Blooms Taxonomy Levels given below for your ready reference:**

- L1= Remembering**
- L2= Understanding**
- L3= Apply**
- L4= Analyze**
- L5= Evaluate**
- L6= Create**