



Maharashtra Education Society's
Institute of Management & Career Courses, Pune (Autonomous)
End Term Question Paper
AY 2025-26
Semester: III



Course Code: SC – HRM -04
Time: 2 hours 30 mins

Course Name: Compensation & Benefits Management
Total Marks: 50

Instructions:

- i. Marks are indicated against each question.
 - ii. All questions are compulsory unless otherwise specified.
 - iii. Read each question carefully and answer to the point.
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Question No. 1:

[10 Marks]

Capgemini introduced a benefit wallet where employees choose from various perks: higher pay, extra leave, or enhanced insurance. A tech employee opts for higher leave due to personal obligations.

Q1. Apply the principles of *personalized rewards* to this scenario.

Q2. Analyze the impact of this system on employee satisfaction and organizational productivity.

Question No. 2:

[10 Marks]

Tata Steel implemented a structured job grading system based on job roles and complexity. A senior technician raised concerns about pay parity when a new hire in a similar role was offered a higher package.

Q1. Apply the principle of internal equity to this situation.

Q2. Analyze how structured grading can help reduce such disparities.

Question No. 3: Solve any Two of below (15 marks each)

[30 Marks]

a) A logistics company wants to implement performance-based incentives for drivers. HR suggests tracking delivery timeliness, fuel efficiency, and customer satisfaction.

Q1. Analyze the appropriateness of these metrics in designing the incentive plan.

Q2. Evaluate the fairness and practicality of linking incentives to such KPIs in the logistics industry.

b) An employee noticed that their net salary was lower due to a deduction they didn't recognize. On reviewing the pay slip, they found deductions under PF, PT, and TDS.

Q1. Apply statutory deduction rules to explain the breakup.

Q2. Analyze how understanding payroll deductions helps employees manage finances.

c) A mid-sized ITES company in Nagpur pays lower than its Pune competitors. HR justifies this by citing lower cost of living. However, attrition remains high.

Q1. Analyze how geographic variation affects salary benchmarking.

Q2. Evaluate whether location-based pay alone is sufficient to retain talent.