

COMPENSATION AND REWARD MANAGEMENT

CASE 3 – Singapore Airlines – Moving to A Flexi-wage system during volatile times.

Facts of the case / summary

- This case study discusses about Singapore Airlines, their struggle with maintaining and revamping the wage funds towards the airlines, in various circumstances of war and diseases.
- It also discusses its measures and strategies to be prepared for the time when it had to deal with SARS disease.
- Various parties come into picture in the case – Chief of National Trades Union Congress (NTUC), National Wages Council (NWC), Global Civil Aviation (GCA), International Air Transport Association (IATA), Air Line Pilots Association (ALPA).
- This Airlines has won many awards and top categories in the specific industry for its quality work and customer delivery.
- There were many challenges to managing a global airline, some being – compensation, layoffs, economic balance, cost incurred, inflation, job losses.
- There were 3 main incidents that had a major impact on the Airlines, this resulted in delay in economic recovery, inflation, low passenger demand, and other operational issues. The first Iraq war, SARS, and 9/11.
- All these events reduced the overall capacity demand of pacific and Atlantic routes of Airlines. SARS caused major health damage to major travelers resulting in lack of confidence to travel in airlines.
- The company then realized that it had to restructure its wage and compensation system to gain cost benefits amongst its competitors.
- The late 1990's and in early 2000's, 3 main cost items that led to the increase in the Airline's operating costs – depreciation, wages, and fuel. The above mentioned were the reason for inflation, inflated compensation, and decrease in pay components of wages.
- Some changes with regard to components of wages include – changes in basic pay (allowances), bonuses, increments for services.
- Various activities of cost management included changes in pay cuts, layoffs, retrenchments, and some various other costs.
- Seniority based compensation was also a major cut in the organization. Activities such as VRS, Golden handshake, last in first out terminations, etc.

Issues / problem in the case –

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JL Elias



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Human Resource Management Jean M. Phillips, 2023-11-04 Formerly published by Chicago Business Press now published by Sage Human Resource Management An Applied Approach prepares future HRM professionals to effectively utilize strategies and tools to advance their careers and support the growth and development of those they manage Author Jean Phillips adopts an engage by example method encouraging students to take action and create a lasting impact in the field of HRM that goes beyond theoretical learning The Third Edition features new end of chapter exercises company examples throughout the book and a new section called Using This Knowledge at the end of each chapter providing additional support for knowledge application Through case studies videos and exercises students will develop their personal skills and gain practical experience in applying various HR concepts enabling them to become better managers and more effective leaders

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and web sites of the products or companies discussed *White-Collar Crime Online* Petter Gottschalk, Christopher Hamerton, 2021-10-05 This initiating monograph provides the first thorough examination of the concept of white collar crime online Applying an offender based perspective which considers the central role of convenience it seeks to inform improve and develop the current literature on cybercrime whilst paying particular attention to its founding category within criminology It argues that white collar crime has receded from criminological perspectives on cybercrime in recent years and that a detailed rich re assessment of white collar crime in contemporary digital societies is needed Following a theoretical introduction the book develops to discuss inter alia implications for corporate reputation the various organizational roles utilized in mitigating external and internal threats the unique considerations involved in law enforcement efforts and likely future directions within the field White Collar Crime Online recognises the strong lineage and correlation that exists between the study of white collar crime and cybercrime Using convenience theory within a comparative analysis which includes case studies the book explores both European and American paradigms perspectives and models to determine where white collar crime exists within the contemporary workplace and how this might relate to the ongoing discourse on cybercrime In doing so it reevaluates criminological theory within the context of changing patterns of business the workplace social rules systems of governance decision making social ordering and control White Collar Crime Online will speak to criminologists sociologists and professionals including those interested in cyber security economics technology and computer science Researching Online For Dummies? Reva Basch, 1998-07-03 Explains how to select a search engine request information from online libraries and archives explore governmental cyber bureaucracy verify information deal with copyright issues and cite online references properly Library & Information Science Abstracts ,2006 *Ulrich's Periodicals Directory 2003* Edgar H. Adcock (Jr.), 2003 **Encyclopedia of E-Health and Telemedicine** Cruz-Cunha, Maria Manuela, Miranda, Isabel Maria, Martinho, Ricardo, Rijo, Rui, 2016-05-04 Patients and medical professionals alike are slowly growing into the digital advances that are revolutionizing the ways that medical records are maintained in addition to the delivery of healthcare services As technology continues to advance so do the applications of technological innovation within the healthcare sector The Encyclopedia of E Health and Telemedicine is an authoritative reference source featuring emerging technological developments and solutions within the field of medicine Emphasizing critical research based articles on digital trends including big data mobile applications electronic records management and data privacy and how these trends are being applied within the healthcare sector this encyclopedia is a critical addition to academic and medical libraries and meets the research needs of healthcare professionals researchers and medical students Introduction to Information Systems James A. O'Brien, 1998 Introduction to Information Systems is designed in a traditional format with traditional coverage of the topics that support information systems literacy The new edition offers less theory and more information on the basic principles *Human Resource Information Systems* Richard D. Johnson, Kevin D. Carlson, Michael J. Kavanagh, 2025-01-27

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