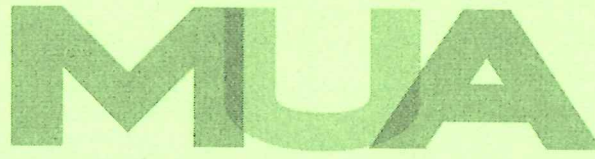


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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
BACHELOR OF COMMERCE

HRM 323 : REWARD MANAGEMENT

DATE: 8TH AUGUST 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the case study below carefully and answer the questions that follow.

MYSTICAL LTD

The employees at Mystical Ltd believe that great guest experiences begin with great employee experiences. The staff experience is one of the key success indicators for the company. Employee engagement, leadership, enablement, alignment and development are measured. They seek feedback frequently because the feedback helps drive their business strategies. Past survey feedback has contributed to company initiatives and programs like Vision + Goals (a goal setting and personal development program), guest experience training and changes to their compensation and benefits program.

The Mystical Ltd Experience is about leadership, it is about people, it is about development and growth, and we fun. The company emphasizes on a purposeful life filled with fun, and they try to inject that through all their communications, training programs, and make sure it is integrated into everything that is done at Mystical Ltd. Last September, Mystical Ltd conducted a pulse survey specifically for their kitchen staff. They had been getting some feedback that front-of-house employees were getting a lot of training and back-of-house partners wanted that as well. With the survey, Mystical Ltd was able to ascertain that employees needed to feel more connected to their culture, as well as what was needed in terms of training and development. This feedback will help mold future programs and initiatives that have a direct impact on kitchen partners. The surveys also help garner feedback regarding new programs.

In the ever-evolving landscape of employee compensation and benefits Earl has become a trailblazer in reimagining traditional approaches. The organization's commitment to innovation has led to groundbreaking strategies that set new standards for attracting and retaining top talent. Earl's approach to compensation reaches far beyond basic salary structures. It embraces a comprehensive philosophy that encompasses financial

incentives, health and wellness provisions, professional growth opportunities, and an inclusive work environment. A standout feature of Earl's strategy is its emphasis on equity, consistency, fairness, and transparency. The company has gained recognition for openly sharing financial information with its employees. This practice not only fosters a sense of ownership among the workforce but also reinforces the connection between individual contributions and overall corporate success. Furthermore, Earl's benefits programs are thoughtfully designed to enhance employees' overall well-being. From on-site healthcare services to gourmet dining options and wellness initiatives, the company demonstrates a holistic commitment to nurturing both the physical and mental health of its employees.

Required:

- a) Assess five non-financial rewards provided to employees at Earl (10 marks)
- b) Examine five roles that are played by reward management at Mystical Ltd (10 marks)
- c) Analyse five principles of salary administration that are in operation at Mystical Ltd (5 marks)

QUESTION TWO

- a) Evaluate five broad issues that should be addressed by the reward policies (10 marks)
- b) Examine five points that articulate the philosophy of reward management (5 marks)

QUESTION THREE

- a) Assess five reasons that make organizations provide benefits to their employees (10 marks)
- b) Evaluate five challenges facing job evaluation (5 marks)

QUESTION FOUR

- a) Evaluate five criteria for pay and grade structures (10 marks)
- b) Explain five advantages of performance related payment system (5 marks)

QUESTION FIVE

- a) Analyze five methods of job evaluation (10 marks)
- b) Evaluate five advantages of administering flexible benefits (5 marks)

QUESTION SIX

- a) Highlight five key elements of the Employment Act 2007 that are concerned with reward management (5 marks)
- b) Evaluate five objectives of a reward system designed to meet the needs of a business start-up (10 marks)