PROGRAMME: BHRM

YEAR/SEM: YEAR 3/SEMESTER 1

COURSE CODE: HRM 3103

NAME: REWARD MANAGEMENT

DATE: 2025-04-17

TIME: 9:00AM-12:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully

2. The time allowed for this examination is STRICTLY three hours

3. Read each question carefully before you attempt and allocate your time equally between all the Sections

4. Write clearly and legibly. Illegible handwriting cannot be marked

5. Number the questions you have attempted

6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks

7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A Section A is compulsory and carries 40 marks. Answer all questions in Section A

Question 1:

Case Study: The Stagnant Sales Team

"Peak Performance Products," a mid-sized company selling good athletic equipment, has consistently struggled to maintain high sales team morale and performance. While sales targets are generally met, there's a noticeable lack of initiative and a feeling of stagnation among the sales representatives. The company has a basic rewards system in place, offering commissions based on sales targets and annual bonuses tied to overall company performance. However, there is a lack of a good employee recognition program beyond these financial incentives. Sales representatives feel their individual contributions and achievements often go unnoticed, leading to a sense of disengagement. Recent employee surveys reveal low job satisfaction and high turnover rates amongst the sales team.

Questions:
1. What are recognition programs? (5 marks)
2. Specifically, how does the absence of a formal recognition program contribute to the problems faced in the company? (15 marks)
3. Which types of recognition programs would you introduce into the company to overcome the problems faced in the country? (15 marks)
4. What recognition tips would you advise the management to follow while awarding the recognition programs? (5 marks)

Section B There are SIX (6) questions in Section B; Answer any THREE (3) questions.

Question 1:

a) Giving examples, distinguish between legally required benefits and discretionary benefits in an organization (10 marks)
b) Explain the four-stage process of implementing a total rewards strategy in an organization (10 marks)

Question 2:

a) Identify and explain the different types of reward systems or bases of pay in an organization? (10 marks)
b) Examine the different ways an organization can ensure that their reward systems are fair and transparent? (10 marks)

Question 3:

a) What do you understand by the term â??flexible workers/employeesâ?• in an organization? (3 marks)
b) Identify the different types of flexible workers in an organization today? (7 marks)

c) Explain **FIVE** advantages and disadvantages of any type of flexible worker mentioned in the question above (10 marks)

Question 4:

a) Given your knowledge of the traditional bases of pay as part of rewards management in an organization, would you support merit pay for politicians in Uganda? Give reasons for your response (10 marks)
b) Based on your knowledge of bases of pay /pay systems in the Organization, share your views on whether seniority pay systems should be maintained or not in Organizations today. Please give reasons for your submissions. (10 marks)

Question 5:

a) Define Performance Management (5 marks)
b) Explain how reward impacts both individual and organization performance (15 marks)

Question 6:

Write short notes on the following terms:
   a) A Total Reward package (5 marks)
   b) Incentive Pay systems (5 marks)
   c) Extrinsic Rewards (5 marks)
   d) Merit Pay systems (5 marks)