



MGMT3015

Managing Performance and Rewards

Session 2, Special circumstance 2020

Department of Management

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Notice

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

General Information

Unit convenor and teaching staff Unit Convenor Suzanne Fawcus suzanne.fawcus@mq.edu.au
Credit points 10
Prerequisites (HRM201 or MGMT2040) and (HRM250 or MGMT2050)
Corequisites
Co-badged status
Unit description This unit examines the role of remuneration and performance management systems in contemporary organisations. Utilising theory and practical examples, the unit will enable students to identify the essential elements required to design a comprehensive remuneration and performance management system that delivers strategic value to a range of stakeholders, including the organisation and workers. Problem solving skills will be emphasised.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

ULO1: Identify and apply the different approaches to managing performance and reward systems in contemporary organisations.

ULO2: Explore and critically evaluate the theoretical underpinnings of performance and reward strategies, applying this theoretical knowledge to solve problems and develop outcomes relating to performance and reward systems within a number of organisational contexts.

ULO3: Critically analyse and compare contemporary performance and rewards strategies to identify their strengths, weaknesses and impact on stakeholders and organisational performance.

ULO4: Evaluate and communicate the strategic value that performance and reward strategy contribute to the holistic development of contemporary Human Resource Management (HRM) systems in support of delivering organisational goals.

General Assessment Information

Late Assessments must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** of the total available marks made from the total awarded mark for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% penalty). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved. Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

Assessment Tasks

Name	Weighting	Hurdle	Due
Reward & recognition assessment	40%	No	a) Presentation - Week 4; b) Feedback Assessment - Week 7
Report	30%	No	Week 10
Examination	30%	No	University Examination Period

Reward & recognition assessment

Assessment Type ¹: Practice-based task

Indicative Time on Task ²: 20 hours

Due: **a) Presentation - Week 4; b) Feedback Assessment - Week 7**

Weighting: **40%**

Application of reward and performance concepts and theory to demonstrate knowledge of how a reward & recognition platform can facilitate the achievement of organisational goals. This assessment has two parts. In the first part, students will work in small groups (of 3 – 4 participants) to research various contemporary reward & recognition platforms, select a platform that identifies and aligns outcomes to the context of the organisation they have been assigned, and create a video presentation. The length of the presentation is determined by the number of your group (with 3 minutes per person being your guide).

In the second part, students will individually apply their knowledge and theory to review a group video and prepare an individual 'practice based' written assessment critiquing the video and

providing quality peer feedback. This is an individual submission of 1,200 words. Each part of this task is worth 20%.

On successful completion you will be able to:

- Explore and critically evaluate the theoretical underpinnings of performance and reward strategies, applying this theoretical knowledge to solve problems and develop outcomes relating to performance and reward systems within a number of organisational contexts.
- Critically analyse and compare contemporary performance and rewards strategies to identify their strengths, weaknesses and impact on stakeholders and organisational performance.
- Evaluate and communicate the strategic value that performance and reward strategy contribute to the holistic development of contemporary Human Resource Management (HRM) systems in support of delivering organisational goals.

Report

Assessment Type ¹: Report

Indicative Time on Task ²: 20 hours

Due: **Week 10**

Weighting: **30%**

This 2,000 word written submission requires students to identify reward and performance management practices that support sustainable achievement of organisational goals. This task emphasises skills in problem solving, research capability and report writing skills.

On successful completion you will be able to:

- Identify and apply the different approaches to managing performance and reward systems in contemporary organisations.
- Critically analyse and compare contemporary performance and rewards strategies to identify their strengths, weaknesses and impact on stakeholders and organisational performance.
- Evaluate and communicate the strategic value that performance and reward strategy contribute to the holistic development of contemporary Human Resource Management (HRM) systems in support of delivering organisational goals.

Examination

Assessment Type ¹: Examination

Indicative Time on Task ²: 15 hours

Due: **University Examination Period**

Weighting: **30%**

A two-hour online final examination, administered via iLearn, will be held during the University Examination Period.

On successful completion you will be able to:

- Identify and apply the different approaches to managing performance and reward systems in contemporary organisations.
- Critically analyse and compare contemporary performance and rewards strategies to identify their strengths, weaknesses and impact on stakeholders and organisational performance.
- Evaluate and communicate the strategic value that performance and reward strategy contribute to the holistic development of contemporary Human Resource Management (HRM) systems in support of delivering organisational goals.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Required Text	Shields, J., Rooney, J., Brown, M., & Kaine, S. (2020). Managing Employee Performance and Reward: Systems, Practices and Prospects. In <i>Managing Employee Performance and Reward: Systems, Practices and Prospects</i> (pp. I-ii). Cambridge: Cambridge University Press
Unit Web Page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/

Technology Used and Required	Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
Delivery Format and Other Details	Recorded lecture stream will be available via ECHO recordings on your learn site Weekly online tutorials will commence in Week 2, via zoom The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	Recommended readings are provided via the links on the iLearn Unit page
Inherent Requirements	None

Unit Schedule

Week	Lecture Topic
1	Performance and Reward fundamental concepts
2	Recognise and Reward performance
3	Managing a workforce for results and outcomes
4	Maximising organizational capability
5	Rewarding the workforce
6	Customising reward to organizational context
7	Insights into people analytics
Mid-semester Break	
8	Ethical and Inclusive Performance and Reward practice
9	READING WEEK
10	Global Pay and Reward

11	Performance and Reward: Case Studies
12	The future for performance and reward
13	Unit Review & exam preparation

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Students seeking more policy resources can visit the [Student Policy Gateway \(https://students.mq.edu.au/support/study/student-policy-gateway\)](https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://stu>

dents.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.