



# MGMT3015

## Managing Performance and Rewards

Session 2, Special circumstances 2021

*Department of Management*

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#### **Disclaimer**

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#### **Session 2 Learning and Teaching Update**

The decision has been made to conduct study online for the remainder of Session 2 for all units WITHOUT mandatory on-campus learning activities. Exams for Session 2 will also be online where possible to do so.

This is due to the extension of the lockdown orders and to provide certainty around arrangements for the remainder of Session 2. We hope to return to campus beyond Session 2 as soon as it is safe and appropriate to do so.

Some classes/teaching activities cannot be moved online and must be taught on campus. You should already know if you are in one of these classes/teaching activities and your unit convenor will provide you with more information via iLearn. If you want to confirm, see the list of [units with mandatory on-campus classes/teaching activities](#).

Visit the [MQ COVID-19 information page](#) for more detail.

## General Information

Unit convenor and teaching staff

Unit Convenor

Suzanne Fawcus

[suzanne.fawcus@mq.edu.au](mailto: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 Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link in [iLearn](#). No extensions will be granted unless an application for [Special Consideration](#) is made and approved. 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. Late submissions will not be accepted after solutions have been discussed and/or made available.

*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  |
|---|-----------|--------|--|
| <a href="#">Reward &amp; recognition assessment</a> | 40%       | No     | A) Presentation: Week 5; B) Feedback Assessment - Week 7 |
| <a href="#">Report</a>                              | 30%       | No     | Week 10  |
| <a href="#">Examination</a>                         | 30%       | No     | University Examination Period                            |

### Reward & recognition assessment

Assessment Type <sup>1</sup>: Practice-based task

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **A) Presentation: Week 5; B) Feedback Assessment - Week 7**

Weighting: **40%**

This assessment consists of two components worth 40% in total. The first component is a group presentation of 3 minutes per group member worth 20%. The second component is an individual report of up to 1,200 words 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 <sup>1</sup>: Report

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **Week 10**

Weighting: **30%**

An individual case study of up to 2,000 words worth 30%.

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 <sup>1</sup>: Examination

Indicative Time on Task <sup>2</sup>: 15 hours

Due: **University Examination Period**

Weighting: **30%**

A two-hour online examination, administered via iLearn and worth 20%, 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.

<sup>1</sup> 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.

<sup>2</sup> 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

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|--|---|
| <b>Required Text</b>                     | 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. 1-11). Cambridge: Cambridge University Press  |
| <b>Unit Web Page</b>                     | The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>   |
| <b>Technology Used and Required</b>      | Students are required to have access to a personal computer and familiarise themselves with iLearn ( <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a> ).<br><br>iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students. |
| <b>Delivery Format and Other Details</b> | Recorded lecture stream will be available via ECHO recordings on your ilearn site<br><br>The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a>  |
| <b>Recommended readings</b>              | Recommended readings are provided via the links on the <a href="#">iLearn</a> Unit page   |
| <b>Inherent Requirements</b>             | None  |

## Unit Schedule

Please see iLearn.

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). 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](#)

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

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Student Support

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

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](https://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](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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/](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.