UNSW Course Outline

MGMT3728 Managing Pay and Performance - 2024

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General Course Information

Course Code : MGMT3728
Year : 2024
Term : Term 2
Teaching Period : T2
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : School of Management and Governance
Delivery Mode : In Person
Delivery Format : Standard
Delivery Location : Kensington
Campus : Sydney
Study Level : Undergraduate
Units of Credit : 6

Useful Links

Handbook Class Timetable

Course Details & Outcomes

Course Description

This course embeds hands on activities, case analyses, guest speakers and trending topics to examine contemporary practices and

ethical considerations in remuneration and performance management. Students will

demonstrate knowledge of both

applied and theoretical perspectives. The course will focus on theories, practices and forces associated

with current trends away from traditional fixed, job-based pay to include lcoation, variable, person-based and performance based remuneration.

Topics covered include pay and human resource strategy, motivation theory in psychology, economic theories of incentives, fair pay, job evaluation, merit pay, recognition awards, performance appraisal, broad-banding, team-based pay, gainsharing, employee share ownership, and executive pay.

The course will also examine strategies for achieving an efficient and equitable mix of pay methods appropriate to particular levels of the workforce, from senior executives to non-managerial workers. The organisational focus will include the public and private sectors, and the 'gig economy'.

Course Aims

This course is designed to enable you to:

1. Apply the various concepts of Management Pay and Performance, and critically analyse how these theories can enhance decision-making regarding pay and performance systems.

2. Evaluate the individual, organizational, and social implications embedded in pay and performance systems, along with the approaches that emerge from them.

3.Apply an informed and critical understanding to solving practical problems in designing a pay and performance system, incorporating principles of sustainability and equality to create a more equitable, ethical, and sustainable system.

This course is one of the Specialist Elective Courses towards the Master of Commerce (Human Resource Management), offered by the School of Management, Australian School of Business, University of New South Wales.

This course provides a blend between the practical and the theoretical in examining pay and performance issues in the modern workplace.

Relationship to Other Courses

Managing Pay and Performance (MGMT3728) is one of the specialist elective courses in the Human Resource Management Major offered by the School of Management and Governance. The course provides a blend between the practical and the theoretical in examining pay and performance issues in the modern workplace.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Apply the theoretical knowledge that underpins pay and performance systems to improve decision making around pay and performance systems.	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO2 : Summarise the individual, organisational, and social implications embedded in pay and performance systems to encourage critical thinking about structuring a more equitable and ethical system	• PLO2 : Problem Solving • PLO5 : Responsible Business Practice
CLO3 : Design an informed pay and performance system that resolves practical problems facing business leaders	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO7 : Leadership Development
CLO4 : Incorporate principles of sustainability into a pay and performance system to overcome the limitations found within the current model	• PLO5 : Responsible Business Practice

Course Learning Outcomes	Assessment Item
CLO1 : Apply the theoretical knowledge that underpins pay and performance systems to improve decision making around pay and performance systems.	• Role Play Summaries • Team Debate Summaries • Case Study Analysis
CLO2 : Summarise the individual, organisational, and social implications embedded in pay and performance systems to encourage critical thinking about structuring a more equitable and ethical system	• Role Play Summaries • Team Debate Summaries • Case Study Analysis
CLO3 : Design an informed pay and performance system that resolves practical problems facing business leaders	• Final Report
CLO4 : Incorporate principles of sustainability into a pay and performance system to overcome the limitations found within the current model	• Final Report • Role Play Summaries • Team Debate Summaries

Learning and Teaching Technologies

Moodle - Learning Management System

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Role Play Summaries Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: 14/06/2024 04:00 PM Post Date: 28/06/2024 04:00 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO5 : Responsible Business Practice • PLO7 : Leadership Development
Team Debate Summaries Assessment Format: Group	30%	Start Date: Not Applicable Due Date: Each summary is due at 4pm on the Monday of the following week	
Case Study Analysis Assessment Format: Individual	25%	Start Date: Not Applicable Due Date: 05/07/2024 04:00 PM Post Date: 19/07/2024 04:00 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO5 : Responsible Business Practice
Final Report Assessment Format: Individual	25%	Start Date: Not Applicable Due Date: 09/08/2024 04:00 PM Post Date: 23/08/2024 04:00 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO5 : Responsible Business Practice • PLO7 : Leadership Development

Assessment Details

Role Play Summaries

Assessment Overview

Stakeholder analysis and self-reflections based on a real-life business scenario

Assesses: PLO1, PLO2, PLO5 and PLO7.

Course Learning Outcomes

- CLO1 : Apply the theoretical knowledge that underpins pay and performance systems to

improve decision making around pay and performance systems.

- CLO2 : Summarise the individual, organisational, and social implications embedded in pay and performance systems to encourage critical thinking about structuring a more equitable and ethical system
- CLO4 : Incorporate principles of sustainability into a pay and performance system to overcome the limitations found within the current model

<u>Detailed Assessment Description</u>

There are three parts to this assessment. Following the lecture on Stakeholder Perspectives, you will participate in a series of in-class activities, where you will adopt and consider a variety of stakeholder perspectives within a business structure. You will be provided with an authentic situation for problem solving. You will first brainstorm stakeholder perspectives with other students assigned to the same role. You will then work with other students to role play the stakeholders to gain a deeper insight into each role and solve the business problem.

Your submitted assessment will need to demonstrate your ability to analyse various stakeholder perspectives by engaging with the ideas of others. You will also need to demonstrate self-reflection based on the activity.

<u>Assessment Length</u>

400 (+/-10%) words

<u>Assignment submission Turnitin type</u>

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Team Debate Summaries

<u>Assessment Overview</u>

Engage in a scaffolded debate based on social, ethical or sustainability issues in business pay and performance structures

Assesses: PLO1, PLO2, and PLO5.

<u>Course Learning Outcomes</u>

- CLO1 : Apply the theoretical knowledge that underpins pay and performance systems to improve decision making around pay and performance systems.
- CLO2 : Summarise the individual, organisational, and social implications embedded in pay and performance systems to encourage critical thinking about structuring a more equitable and ethical system
- CLO4 : Incorporate principles of sustainability into a pay and performance system to overcome the limitations found within the current model

Detailed Assessment Description

Weeks 4, 5, 7 and 8. Each summary is due at 4pm on the Monday of the following week. So, Week 4 summary is due on Monday Week 5 at 4pm and so forth. Marks will be awarded to the TWO summaries that earned you the highest marks among weeks 5, 7, and 8.

You will engage in debates (the number of debates you will be involved depends on the size of the class) within your tutorial groups. Your tutor will provide the topic and allocate you to a team where you will argue from either an affirming or opposing position. The debate itself is not marked, rather the debate informs the individual written assessment (250 words) where you will summarise different perspectives. You will write four debates summaries, regardless of the number of debates you are involved in. You will be assessed on your ability to evaluate and articulate an analysis of the implications of pay and performance systems within the broader context, plus consider business ethics and sustainability.

Assessment Length

250 words (+/-10%) each summary

Submission notes

Although this is team debate, you are expected to submit your own individual debate summary.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Case Study Analysis

Assessment Overview

Using a fresh case study, apply what you have learned to write an analysis

Assesses: PLO1, PLO2, PLO3 and PLO5.

Course Learning Outcomes

- CLO1 : Apply the theoretical knowledge that underpins pay and performance systems to improve decision making around pay and performance systems.
- CLO2 : Summarise the individual, organisational, and social implications embedded in pay and performance systems to encourage critical thinking about structuring a more equitable and ethical system

Detailed Assessment Description

Building on your understanding and learning from the first half of the course, you will apply relevant pay and performance theory to write a case study analysis report. The skills and

knowledge required to complete this task will be provided in lectures and tutorials using a variety of case study examples. For this assessment you will be provided with a new, previously unseen case study, and respond to questions about the case. In addition to using the relevant theories, you will have to incorporate an understanding of the stakeholder's perspective. Both the case and the questions will be provided to you on Moodle.

Assessment Length

800 words (+/- 10%)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Final Report

Assessment Overview

Design a pay performance reward plan as a business leader

Assesses: PLO1, PLO2, PLO3, PLO5 and PLO7.

Course Learning Outcomes

- CLO3 : Design an informed pay and performance system that resolves practical problems facing business leaders
- CLO4 : Incorporate principles of sustainability into a pay and performance system to overcome the limitations found within the current model

Detailed Assessment Description

"In business, leaders are in need of rewarding their followers to motivate desirable employee behaviors. For this assignment, imagine that you are a CEO of a small start-up company. As the CEO, you need to develop a pay and reward plan for the company. There are many potential practices that you can use. But in the plan, focus on only two practices studied on the course. Outline the main features typically characterizing these two practices, discuss the merits and drawbacks of your chosen reward practice in the context, drawing on theory and evidence discussed during the course, and consider whether these apply across all types of organization."

Assessment Length

1,000 words (+/- 10%)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

General Assessment Information

<u>Grading Basis</u>

Standard

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 0 : 20 May - 26 May	Online Activity	Students to check Moodle contents
Week 1 : 27 May - 2 June	Lecture	Pay, performance, and reward strategy
	Tutorial	Introductions, team debate allocation Activity: review of reward packages
Week 2 : 3 June - 9 June	Lecture	Pay for individual performance
	Tutorial	Great sounds case study
Week 3 : 10 June - 16 June	Lecture	Assessing and developing individual performance
	Tutorial	Activity: stakeholder analyses and role play Reminder: • Debates start next week! Each week's debate topic is related to the topic from previous week, so you'll have plenty time to prepare for it. Remember to submit your work on assignment 1 by June-14 at 4pm.
Week 4 : 17 June - 23 June	Lecture	Pay structures: relative work of jobs & pay structure design
	Tutorial	Case study; performance appraisal video cases AND debate Reminder: This week's tutorial will also include some guidance for your case study report assessment.
Week 5 : 24 June - 30 June	Lecture	Pay for group & organisation performance
	Tutorial	Case study: job evaluation exercise AND Debate
Week 7 : 8 July - 14 July	Lecture	Employee benefits: pensions & recognition
	Tutorial	Case study: Gainsharing at Manufacturers AND Debate
Week 8 : 15 July - 21 July	Lecture	Employee share ownership
	Tutorial	Case study: Reward & recognition at Telefonica AND Debate
Week 9 : 22 July - 28 July	Lecture	Executive reward
	Tutorial	Activity: analyse Remco statements
Week 10 : 29 July - 4 August	Lecture	Employee reward strategy
	Tutorial	Discussion of final assessment
Week 11 : 5 August - 11 August	Assessment	Final report due at 4pm via Turnitin on Moodle.

Attendance Requirements

Please note that lecture recordings are not available for this course. Students are strongly encouraged to attend all classes and contact the Course Authority to make alternative arrangements for classes missed.

Course Resources

Recommended Resources

The textbook for this course is: Shields, J., Rooney, J., Brown, M. and Kaine, S. (2020) Managing Employee Performance and Reward , 3rd edition. Cambridge, UK and Port Melbourne: Cambridge University Press.

This is available in hard copy form in the University Bookshop

A digital edition is also available. See https://unswbookshop.vitalsource.com/products/-v9781108755214

The Library has been unable to stock a digital version of the 3rd edition but there is a hard copy in the High Use Collection on Level 2 of the Library. The Library has digital access to the second edition of this book (published in 2016). However, there are considerable differences between the 2nd and 3rd edition, and the 2nd edition should only be used as a last resort if it is not possible to access the 3rd edition.

Course Evaluation and Development

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey , which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

Student feedback on this course in 2020 and 2021 was very positive (the course did not run in 2022 because some courses now run only every other year). Students liked the highly-structured and participatory character of the tutorials. So, we have tried to maintain that this year. I am happy to hear about possible improvements to the course at any time.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Jing Hu		UNSW Business School Level 5		By appointment	Yes	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the key policies and support page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to UNSW graduate capabilities. More information on Coursework PLOs is available on the key policies and support page. For PG Research PLOs, including MPDBS, please refer to the UNSW HDR Learning Outcomes.

Academic Honesty and Plagarism

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Student Code with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the

process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the Working with Academic Integrity module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW Current Students page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW Current Students page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.

5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under "Special Consideration" on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a protocol under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to this page.
- Students in the **School of Banking & Finance** should also refer to this page.
- Students in the **School of Information Systems & Technology Management** should also refer to this page.

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the Class Timetable website for the most up-to-date teaching times and locations.