



UNSW Course Outline

ZBUS8315 Driving Performance - 2024

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General Course Information

Course Code : ZBUS8315

Year : 2024

Term : Semester 2

Teaching Period : Z2

Is a multi-term course? : No

Faculty : UNSW Canberra

Academic Unit : UC School of Business

Delivery Mode : Online

Delivery Format : Standard

Delivery Location : UNSW Canberra at ADFA

Campus : UNSW Canberra

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

The successful implementation of business strategy changes must be underpinned by performance management and reward strategies that are aligned to the new aims of the organisation. This course integrates different aspects of managing people, including rewards,

incentives and performance management in ways that will support change and the creation of high performing individuals. It equips managers with the knowledge and understanding of theory, concepts and approaches related to the utilisation of reward and performance management routines to maximise organisational outcomes.

Course Aims

This course equips managers with the knowledge and understanding of theory, concepts and approaches related to the utilisation of reward and performance management routines so as to improve organisational outcomes.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Identify the key issues pertaining to individual and group performance management and how they influence organisational systems
CLO2 : Implement performance and reward management in a meaningful way which supports organisational strategy
CLO3 : Synthesise theory and practice relating to both performance and reward, then develop performance, reward and compensation plans to support organisational adaptability
CLO4 : Evaluate the outcomes of choices made concerning reward and performance management strategies and techniques

Course Learning Outcomes	Assessment Item
CLO1 : Identify the key issues pertaining to individual and group performance management and how they influence organisational systems	<ul style="list-style-type: none"> • Work Based Issue - Overview and Summary • Review of the Evidence Base and Supporting Literature • Work Based Issue - Report
CLO2 : Implement performance and reward management in a meaningful way which supports organisational strategy	<ul style="list-style-type: none"> • Review of the Evidence Base and Supporting Literature • Work Based Issue - Report
CLO3 : Synthesise theory and practice relating to both performance and reward, then develop performance, reward and compensation plans to support organisational adaptability	<ul style="list-style-type: none"> • Work Based Issue - Overview and Summary • Review of the Evidence Base and Supporting Literature • Work Based Issue - Report
CLO4 : Evaluate the outcomes of choices made concerning reward and performance management strategies and techniques	<ul style="list-style-type: none"> • Work Based Issue - Overview and Summary • Work Based Issue - Report

Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

Learning and Teaching in this course

This is an online course that follows a week by week program; it is recommended that you follow this program as it supports the learning needed for the assignments. There will be seven Class Collaborate sessions designed to discuss both the course and assessment development.

Each week comprises guided readings, video clips, voiced over PowerPoint presentations and forum discussions. Full details of the activities will be found on Moodle. The Class Collaborate sessions will focus on content whereas additional pre-recorded guidance videos will be provided on assessment requirements.

Workload

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

Other Professional Outcomes

Developing Program Attributes

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

1: Business knowledge

- Identify/select and explain relevant disciplinary or interdisciplinary knowledge
- Apply relevant disciplinary or interdisciplinary knowledge
- Apply knowledge in local and/or global contexts

2: Problem solving

- Apply and evaluate data development and analysis rigorously
- Develop well-reasoned and appropriate conclusions or solutions
- Demonstrate capacity for independent critical enquiry

3: Business communication

- Gather and present information proficiently
- Combine information and communication skills to address specific audiences and purposes

effectively

- Use language, visual representations and/or digital media to interpret and convey qualitative and quantitative information well

4: Teamwork

- N/A

5: Responsible business practice

- Apply relevant ethical frameworks to business decisions/practice
- Evaluate business decisions/practice in light of economic, social and environmental sustainability

6: Global and cultural competence

- Demonstrate awareness of cultural environment and articulate norms, convictions and values
- Analyse and evaluate business decisions/practice or propose strategies in culturally diverse contexts

7: Leadership development

- N/A

Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Work Based Issue - Overview and Summary Assessment Format: Individual Short Extension: Yes (7 days)	25%	Start Date: Not Applicable Due Date: 23/08/2024 09:00 AM Post Date: 06/09/2024 05:00 PM
Review of the Evidence Base and Supporting Literature Assessment Format: Individual Short Extension: Yes (7 days)	30%	Start Date: Not Applicable Due Date: 20/09/2024 09:00 AM Post Date: 04/10/2024 05:00 PM
Work Based Issue - Report Assessment Format: Individual	45%	Start Date: Not Applicable Due Date: 25/10/2024 09:00 AM Post Date: 28/11/2024 03:00 PM

Assessment Details

Work Based Issue - Overview and Summary

Assessment Overview

Students will identify a work-based issue regarding Driving Performance that demonstrates comprehension of *what* and *why* it is necessary to prompt an intervention.

Course Learning Outcomes

- CL01 : Identify the key issues pertaining to individual and group performance management and how they influence organisational systems
- CL03 : Synthesise theory and practice relating to both performance and reward, then develop performance, reward and compensation plans to support organisational adaptability
- CL04 : Evaluate the outcomes of choices made concerning reward and performance management strategies and techniques

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be made available after Monday 1 July 2024.

Permitted use of AI tools: SIMPLE EDITING ASSISTANCE

For this assessment task, you are permitted to use standard editing and referencing functions in word processing software (this includes spelling and grammar checking and reference citation generation) in the creation of your submission. You must not use any functions that generate or paraphrase or translate passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

A PowerPoint presentation of no more than four (4) pages together with an explanatory note of no more than two (2) pages

Submission notes

See Moodle for detailed submission instructions.

Assignment submission Turnitin type

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

Review of the Evidence Base and Supporting Literature

Assessment Overview

Students will explore and analyse relevant academic literature that will support a robust intervention.

Course Learning Outcomes

- CL01 : Identify the key issues pertaining to individual and group performance management and how they influence organisational systems
- CL02 : Implement performance and reward management in a meaningful way which supports organisational strategy
- CL03 : Synthesise theory and practice relating to both performance and reward, then develop performance, reward and compensation plans to support organisational adaptability

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be made available after Monday 1 July 2024.

Permitted use of AI tools: SIMPLE EDITING ASSISTANCE

For this assessment task, you are permitted to use standard editing and referencing functions in word processing software (this includes spelling and grammar checking and reference citation generation) in the creation of your submission. You must not use any functions that generate or paraphrase or translate passages of text, whether based on your own work or not.

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Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

2000 words

Assignment submission Turnitin type

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

Work Based Issue - Report

Assessment Overview

Incorporating elements of Assessment 1 and 2, students will report on an intervention that will document a compelling case to improve performance at the organisational and/or individual level.

Course Learning Outcomes

- CLO1 : Identify the key issues pertaining to individual and group performance management and how they influence organisational systems
- CLO2 : Implement performance and reward management in a meaningful way which supports organisational strategy
- CLO3 : Synthesise theory and practice relating to both performance and reward, then develop performance, reward and compensation plans to support organisational adaptability
- CLO4 : Evaluate the outcomes of choices made concerning reward and performance management strategies and techniques

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be made available after Monday 1 July 2024.

Permitted use of AI tools: SIMPLE EDITING ASSISTANCE

For this assessment task, you are permitted to use standard editing and referencing functions in word processing software (this includes spelling and grammar checking and reference citation generation) in the creation of your submission. You must not use any functions that generate or paraphrase or translate passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Please refer to the General Assessment Information section below for information on the

requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

Assessment Length

2500 words excluding references and appendices

Assignment submission Turnitin type

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

General Assessment Information

Referencing

APA 7th Edition is the School's preferred referencing style. Please see the course Moodle site for more information.

Ethical and Responsible Use of Artificial Intelligence at UNSW

At UNSW, students must use artificial intelligence ethically and responsibly.

This includes:

- Adhering to course/assessment guidelines regarding use of AI tools;
- Acknowledging AI-generated content in your assessments, following UNSW guidance on [Referencing and acknowledging the use of artificial intelligence tools](#). In the School of Business, students are required to include a **cover sheet/declaration** for all assessments (see the Assessments Hub on the Course Moodle site). If you do not submit a completed cover sheet/declaration with your assessment, you will be emailed to request resubmission of your assessment with the required cover sheet/declaration (noting your assessment will not be graded until the cover sheet is included);
- Not including your own or others' personal or private information in prompts;
- Verifying and critiquing all AI generated material; and
- Avoiding using AI tools to translate your writing.

Please refer to [Ethical and Responsible Use of Artificial Intelligence at UNSW](#) for further information.

Short Extensions (School of Business, Postgraduate)

An automatic Short Extension (without documentation) of **seven calendar days** may be available for some assessment tasks in this course. Please check assessment instructions and further guidance on the course Moodle site.

You can apply by accessing the Short Extension Student Portal on the [Special Consideration](#)

[login page.](#)

Applications for Short Extensions MUST be submitted before the assessment due date. Late applications are not permitted. If you do not apply on time, you will have to submit a Special Consideration application with the appropriate supporting documentation, within 3 working days of the assessment due date.

Only one Short Extension can be granted for any given assessment. All subsequent extension requests must be submitted as a Special Consideration application.

For assessment tasks where a Short Extension is not available, students needing an extension (of any duration) must apply via the Special Consideration process.

Special Consideration

Applications for Special Consideration should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:

- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

More information on Short Extensions and Special Consideration: <https://www.student.unsw.edu.au/special-consideration>.

Late Submission of Assessment

UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessment tasks where a penalty applies,
- capped at five days (120 hours) from the assessment submission deadline. In case of approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the

original or extended deadline, a student cannot submit an assessment, and

- no permitted variation.

Students are expected to manage their time to meet assessment task submission and completion deadlines, and to apply for extensions as early as possible before the assessment task deadline.

Grading Basis

Standard

Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 15 July - 19 July	Topic	Collaborate No.1: Introduction - Strategic Issues in Driving Performance
Week 2 : 22 July - 26 July	Topic	Driving Performance and High Performance Work characteristics
Week 3 : 29 July - 2 August	Topic	Collaborate No.2: Rewards and their impact upon organisational performance Ungraded Compulsory Activity: Initial reflections - due 09:00 AM Friday 2 August 2024 Note there is one compulsory but ungraded task due on 2 August 2024. Please submit up to 500 words on your initial reflections of Weeks 1-3 inclusive. See Moodle for more information.
Week 4 : 5 August - 9 August	Topic	Reward and Performance - individual, organisation and the job
Week 5 : 12 August - 16 August	Topic	Collaborate No.3: Shaping behaviour through reward and performance measurement
Week 6 : 19 August - 23 August	Topic	Decision making Assessment 1: Work Based Issue - Overview and Summary (25%) - due 09:00 AM Friday 23 August 2024 Note: Mid-semester break is from 25 August to 8 September
Week 7 : 9 September - 13 September	Topic	Collaborate No.4: Developing High Performance Teams
Week 8 : 16 September - 20 September	Topic	Contingent pay, ratings and other system levers Assessment 2: Review of the Evidence Base and Supporting Literature (30%) - due 09:00 AM Friday 20 September 2024
Week 9 : 23 September - 27 September	Topic	Collaborate No.5: Mentoring, coaching and their role in Performance Management
Week 10 : 30 September - 4 October	Topic	Implementing and managing reward processes
Week 11 : 7 October - 11 October	Topic	Collaborate No.6: Reward and performance management - current trends and ideas
Week 12 : 14 October - 18 October	Topic	So...Can we drive performance in a meaningful way?
Week 13 : 21 October - 25 October	Topic	Collaborate No.7 (FINAL): Review and reflection Assessment 3: Work Based Issue - Report (45%) - due 09:00 AM Friday 25 October 2024

Attendance Requirements

Not Applicable - as no class attendance is required

General Schedule Information

Please see the course Moodle site for more information.

Note that there will be **seven** Class Collaborate Sessions during the semester. They will each have a topic, be up to one and half hours long, and offer a general space for Q&A. See Moodle for the schedule.

There will be a designated section on Moodle, with a link for students to join the Class Collaborate online sessions. Sessions will be recorded for asynchronous learning.

Course Resources

Prescribed Resources

There are no compulsory textbooks for this course. All required course readings will be made available on the course Moodle site (via Leganto).

Recommended Resources

Recommended readings will be made available on the course Moodle site (via Leganto).

Course Evaluation and Development

Feedback will be sought regularly and informally through Class Collaborate sessions. In addition, formal feedback mechanisms will be available on the Moodle site, such as the Suggestion Box, and the myExperience course survey.

The course has been reviewed since it was last taught and will continue to be revised based upon the experience of the teaching staff and student feedback. By way of example, the ungraded assessment trialled in 2023 has been retained but the second assessment task has been modified to support the inclusion of academic evidence into the third assessment task.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the [UNSW Code of Conduct and Values](#).

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Paul Stewart			TBA	Phone consultations from Monday - Friday, subject to email confirmation of appointment time	Yes	Yes
Lecturer	Sean Ding			TBA	Subject to email confirmation	No	No

Other Useful Information

School Contact Information

School of Business

Email: Business@adfa.edu.au