Module 29:   Performance Management and Reward

Stage	3
Semester	1 or 2
Module Title	Performance Management and Reward
Module Number	29
Module Status	Elective
Module ECTS Credits	5
Module NFQ level	8
Pre-requisite Module Titles	Human Resource Management
Co-requisite Module Titles	N/A
Is this a capstone module?	No
List of Module Teaching Personnel	Jacqui Tracey

Contact Hours 46				Non-contact Hours 54			Total Effort (Hours) 100
Lecture	**Practical**	**Tutorial**	**Seminar**	**Assignment**	**Placement**	**Independent work**	
36		10		20		34	100

Allocation of Marks (Within the Module)					
	Continuous Assessment	**Project**	**Practical**	**Final Examination**	**Total**
Percentage contribution	40			60	100

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1 Demonstrate a clear understanding of the role of performance management.
2 Defend the integration of performance management and reward
3 Evaluate the role of the external environment on performance management and reward.
4 Discuss the approaches to performance management and reward that can be adopted and which contribute to organizational effectiveness and competitive advantage.
5 Defend the various elements of remuneration packages including basic pay and pay at risk
6 Challenge whether performance management and reward contribute to effective talent management.
7 Recognise the importance of ethics in reward management

Module Objectives

The aim of this module is to give learners the knowledge and skills to be able to review and understand the relationship between performance management and reward – both financial and non-financial.

The module gives the learners an opportunity to examine whether pay for performance when well executed can motivate individuals to perform well. The module also gives the learner an opportunity to discuss which types of reward motivate employees and the link between individual effort and the consequences. It also enables the learner to review whether linking performance to reward contributes to effective talent management.

The module aims to:
- Critically examine contemporary theory and practice
- Provide learners with the skills to plan, develop and integrate an effective performance management system in a SME or in a MNC.
- Enable learners to understand the systems of performance pay
- Explore options and issues facing managers
- Challenge the systems of performance pay and reward

Module Curriculum

- Introduction to performance management and reward.
- Theories on motivation, reward and performance appraisal
- Methods of performance management
- Methods of reward – financial and non-financial
- Factors affecting pay levels (Benchmarking, Economy, Competitors, National Wage Agreements, Company Branding)
- Pensions
- Effective talent management
- Ethics
- Organisational performance and it's link to reward and ethical decisions
- Performance management and reward in the not for profit
- Impact and effects of non-achievement

Reading lists and other learning materials

Recommended Reading

Gold, J., Holden, R., Iles P., Stewart, J., Beardwell, J., (2010) *Human Resource Development Theory and Practice*, Palgrave Macmillan UK
Perkins, S., White, G., (2008) *Employee Reward, Alternatives, Consequences and Context*, CIPD
Scott-Lennon, F & Barry, F. (2008) *Performance Management : Developing People and Performance. Management Briefs* published in Association with The Irish Times.
Shields, J.(2012) *Managing Employee Performance and Reward, Concepts, Practices, Strategies*
Stewart J. Rigg C (2011), *Learning and Talent Development*, CIPD, UK

Velasquez (2006), *Business Ethics concepts and cases*, 6th International Ed., Upper Saddle River, NJ: Pearson

Learners are also directed to relevant journals, publications, case studies, websites and other sources of information as required.

On line resources include
www.cipd.co.uk
http://www.kpmg.com/Global/en/IssuesAndInsights/ArticlesPublications/war-for-talent/Documents/war-for-talent.pdf

Secondary Reading
Armstrong S.J., Mahmud A., 2008, *Experiential learning and the Acquisition of Managerial Tacit Knowledge'*, Academy of Management Learning & Education,, Vol 7 No 2, 189-208
Boyatzis R.E. 2008, *'Competencies in the 21st century'*, Journal of Management Development, Vol.27, No.1, 5-12
Boxall P., Gilbert J. 2007, *The management of managers: A review and conceptual framework, International Journal of Management Reviews*, Vol 9, Issue 2, 95-115
Garavan T. N., McGuire D., 2010*, Human Resource Development and Society, Advances in Developing Human Resources,* Vol 12 No 5, 487-507
Limerick D., Cunnington B 2007, *Management Development The Fourth Blueprint*, Journal of Management Development, Vol 6, 54-67

Module Learning Environment

A classroom is used for teaching purposes for the delivery of this module. The learning environment is designed to foster a shared sense of ownership and responsibility for the learning and development. At the beginning of the semester the participants are issued with a detailed module curriculum which includes the module learning outcomes, a class schedule, bound lecture notes and supporting case studies and articles, the necessary reading material and the assignment briefing document and marking criteria. Participants also have access to Moodle, the College's Virtual Learning Environment (VLE). In addition the learners participate in practical sessions using case studies that the lecturer has sourced.

Module Teaching and Learning Strategy

The module is mainly delivered through lectures and supporting tutorials. Lectures are used to discuss the central concepts relating to HRM specifically relating to performance management and reward while the tutorials are based in smaller groups and allow for discussion of certain topics and more in-depth coverage. In many cases, learners are given prescribed reading and are required to present case studies in group format to support and demonstrate learning from specific areas on a participative level.

Industry-based examples are explored relevant to each topic to demonstrate the contribution performance management and reward has when integrated into overall business strategy. Learners critique and discuss related topics on a weekly basis. This gives learners the opportunity to explore challenges presented by the changing landscape. Along with a clear statement on the relevant learning objectives and expectations at the beginning of each topic, learners are directed to the range of relevant materials to support the deepening of their learning experience and knowledge of the topic.

Lectures are delivered with an attempt to make the experience as engaging as possible in order to support the learners achieve the learning objectives. Outside the classroom, learners are expected to engage in significant preparatory and ad hoc reading.

Module Assessment Strategy

Assessment for this module will be divided into two elements: an individual course work assignment and an end of semester closed-book examination. The weightings will be 40% for the assignment and 60% for the closed-book examination. (Please see appendix for sample assessment)

Module Learning Outcomes - Assessment Matrix		
Learning Outcome	**Assignment**	**Exam**
1. Demonstrate a clear understanding of the role of performance management.	X	X
2. Defend the integration of performance management and reward	X	
3. Evaluate the role of the external environment on performance management and reward.	X	X
4. Discuss the approaches to performance management and reward that can be adopted and which contribute to organizational effectiveness and competitive advantage.	X	X
5. Defend the various elements of remuneration packages including basic pay and pay at risk	X	X
6. Challenge whether performance management and reward contribute to effective talent management.	X	X
7. Recognise the importance of ethics in reward management	X	X