

## H9SRM: Strategic Reward Management

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| Module Code:  | H9SRM   |
| Long Title  | Strategic Reward Management <b>APPROVED</b>   |
| Title   | Strategic Reward Management   |
| Module Level:   | LEVEL 9   |
| EQF Level:  | 7   |
| EHEA Level:   | Second Cycle  |
| Credits:  | 10  |
| Module Coordinator:   | COLETTE DARCY   |
| Module Author:  | Isabela Da Silva  |
| Departments:  | School of Business  |
| Specifications of the qualifications and experience required of staff       |   |
| <b>Learning Outcomes</b>  |   |
| <i>On successful completion of this module the learner will be able to:</i> |   |
| <b>#</b>  | <b>Learning Outcome Description</b>   |
| LO1   | Develop an understanding of strategic reward and how it can contribute to Organisational effectiveness.   |
| LO2   | Analyse and develop a critique of the different structures and approaches to reward management and how they can fit with the wider HR Architecture in organisations and contribute to the achievement of an organisation's strategic goals. |
| LO3   | Critically review the range of benefits and remuneration that can be employed to align with the HR strategy in achieving their people management goals.   |
| LO4   | Critically evaluate the significance of total rewards approach.   |
| LO5   | Analyse the internal and external influences on reward design and systems   |
| LO6   | Develop an understanding of the economic, legal and ethical considerations and compliance in the design of reward structures and approaches.  |
| <b>Dependencies</b>   |   |
| <b>Module Recommendations</b>   |   |
| No recommendations listed   |   |
| <b>Co-requisite Modules</b>   |   |
| No Co-requisite modules listed  |   |
| <b>Entry requirements</b>   | There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisites apply.   |

# H9SRM: Strategic Reward Management

| Module Content & Assessment   |                       |                           |             |
|---|-----------------------|---------------------------|-------------|
| Indicative Content  |                       |                           |             |
| <b>An Introduction to Strategic Reward Management</b><br>To understand what is meant by the concept of Strategic Reward Management To critically evaluate the concept of Total Reward and challenges associated with it. To critique the different structures and frameworks that organisations can use to support the organisation's strategic goals Develop and Implement Reward Strategies, Reward Policies Developing policies and processes to ensure fairness, equity and consistency in reward Ethical practice in reward management, pay audits   |                       |                           |             |
| <b>Influences/Factors affecting pay levels (Benchmarking, Economy, Competitors, National Wage Agreements, Company Branding)</b><br>Motivation and Reward Analytical and non-analytical job evaluation and job analysis Approaches to ensuring Equal Pay in organisations Benchmarking, Market Trends and pricing Influence of organisational context and industry Strategic fit and alignment with organisational culture (e.g., performance driven vs not for profit organisations) Economic trends and competitors  |                       |                           |             |
| <b>Total Reward</b><br>A critical review of the elements of a total reward approach to pay Monetary and non-monetary rewards Intrinsic and extrinsic motivation Engagement and Organizational Commitment  |                       |                           |             |
| <b>Range of Approaches to Remuneration and Benefits</b><br>Comparison and critique of different Grade and Pay Structures Performance Management and Reward Critique of approaches to performance appraisals and performance related pay A critique of contingent Pay, competency and contribution Pay Schemes, Bonus Schemes, Team Pay Flexible Benefits Packages   |                       |                           |             |
| <b>Pension Schemes and emerging trends</b><br>Comparisons and critique of Pensions Schemes, Defined Benefit, Defined Contribution and State Pension Emerging trends in pensions nationally and globally Demographic trends and challenges associated with pensions Auto-enrolment and tax considerations  |                       |                           |             |
| <b>Strategic Fit and Organisational Culture</b><br>Develop an understanding of strategic fit and alignment with wider HR strategies and structures e.g., career management and job families, competency development and broadband pay, talent management, resourcing strategies and challenges, retention policies Change management and reward as a vehicle for change Compare and contrast different approaches to reward in the context of organisational culture and its influences on reward and fit for purpose (e.g., Performance related pay in a charity or not-for profit organisation vs competency or contribution pay) |                       |                           |             |
| <b>Organisational Performance Linked to Pay</b><br>Recognition Schemes, bonuses linked to company performance Reward Management for Special Groups Reward for Directors and Senior Managers and executives International Reward - Paying Ex-Patriates Rewarding Sales Staff or other groups with higher pay at risk Moral hazard and challenges associated with pay at risk and different pay structures Critique of pay approaches and role in driving behaviours in organisations   |                       |                           |             |
| <b>Ethical and Legal Considerations and Compliance</b><br>Equal Pay Gender Pay Gap National Minimum Pay and Living Wage Pay policies and pay audits Job Evaluation Schemes  |                       |                           |             |
| Assessment Breakdown  |                       |                           | %           |
| Coursework  |                       |                           | 100.00%     |
| Assessments   |                       |                           |             |
| Full Time   |                       |                           |             |
| Coursework  |                       |                           |             |
| <b>Assessment Type:</b>   | Continuous Assessment | <b>% of total:</b>        | 100         |
| <b>Assessment Date:</b>   | n/a                   | <b>Outcome addressed:</b> | 1,2,3,4,5,6 |
| <b>Non-Marked:</b>  | No                    |                           |             |
| <b>Assessment Description:</b><br>Students are required to design a reward strategy for an organisation of their choice or based on a case study issued in class. Students will be expected to deliver a critical review of the various approaches to reward and make an argument for how their recommendations will align with the business and contribute to the achievement of business goals.   |                       |                           |             |
| No End of Module Assessment   |                       |                           |             |
| No Workplace Assessment   |                       |                           |             |
| Reassessment Requirement  |                       |                           |             |
| <b>Repeat examination</b><br><i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>  |                       |                           |             |
| <b>Reassessment Description</b><br>The students if they fail this element then they must repeat the assessment or an alternative assessment may be set. A failed assignment and repeat of the assessment will be regarded as a second sitting.  |                       |                           |             |

## H9SRM: Strategic Reward Management

| Module Workload                      |                              |       |              |                                 |
|--------------------------------------|------------------------------|-------|--------------|---------------------------------|
| Module Target Workload Hours 0 Hours |                              |       |              |                                 |
| Workload: Full Time                  |                              |       |              |                                 |
| Workload Type                        | Workload Description         | Hours | Frequency    | Average Weekly Learner Workload |
| Lecture                              | Classroom and demonstrations | 36    | Per Semester | 3.00                            |
| Directed Learning                    | Directed e-learning          | 36    | Per Semester | 3.00                            |
| Independent Learning                 | Independent learning         | 178   | Per Semester | 14.83                           |
| Total Weekly Contact Hours           |                              |       |              | 6.00                            |

| Module Resources  |  |
|---|--|
| <i>Recommended Book Resources</i>   |  |
| <p>Armstrong M., Brown D., (2019) <i>Armstrong's Handbook of Reward Management Practice</i>, 6th Edition, Kogan Page. U.K.</p> <p>Perkins S.J., and Jones S.E. (2020) <i>Reward Management: Alternatives, Consequences and Contexts</i>. 4th Edition.</p>   |  |
| <i>Supplementary Book Resources</i>   |  |
| <p>Armstrong M., and Taylor S., (2020) <i>'Armstrong's Handbook of Human Resource Management Practice</i>, 15th Edition, Kogan Page, London.</p> <p>Carbery R., and Cross C. (2013), <i>Human Resource Management</i>, Palgrave Macmillan UK.</p> <p>Fisher, J.G. (2015) <i>Strategic Reward and Recognition: Improving Employee Performance Through Non-Monetary Incentives</i>. London: Kogan Page.</p> <p>Rose M. (2018) <i>Reward Management, A Practical Introduction</i>. 2nd Edition, CIPD, Kogan Page, U.K.</p>   |  |
| <i>Supplementary Article/Paper Resources</i>  |  |
| <p>Bansal, K. (2018) 'Organizational Blunders - Role of HR in Promoting Ethical Values', <i>Global Journal of Enterprise Information System</i>, 10(1), pp. 75–80. doi: 10.18311/gjeis/2018/21427..</p> <p>Bun, M. J. G. and Huberts, L. C. E. (2018) 'The Impact of Higher Fixed Pay and Lower Bonuses on Productivity', <i>Journal of Labor Research</i>, 39(1), pp. 1–21. doi: 10.1007/s12122-017-9260-9.</p> <p>DEVARO, J. and HEYWOOD, J. S. (2017) 'Performance Pay and Work-Related Health Problems: A Longitudinal Study of Establishments', <i>ILR Review</i>, 70(3), pp. 670–703. doi: 10.1177/0019793916669148.</p> <p>Hill, A. J. and Jones, D. B. (2020) 'The Impacts of Performance Pay on Teacher Effectiveness and Retention: Does Teacher Gender Matter?', <i>Journal of Human Resources</i>, 55(1), pp. 349–385. doi: 10.3368/jhr.55.2.0216.7719r3.</p> <p>Lucifora, C. and Origo, F. (2015) 'Performance-Related Pay and Firm Productivity: Evidence from a Reform in the Structure of Collective Bargaining', <i>ILR Review</i>, 68(3), pp. 606–632. doi: 10.1177/0019793915570876.</p> <p>Park, S. and Sturman, M. C. (2016) 'Evaluating Form and Functionality of Pay-for-Performance Plans: The Relative Incentive and Sorting Effects of Merit Pay, Bonuses, and Long-Term Incentives', <i>Human Resource Management</i>.</p> <p>'Positive Reinforcement' (2019) <i>PM Network</i>, 33(6), pp. 20–21, <a href="http://search.ebscohost.com/login.aspx?direct=true&amp;db=bth&amp;AN=136698392&amp;asmp;site=ehost-live">http://search.ebscohost.com/login.aspx?direct=true&amp;db=bth&amp;AN=136698392&amp;asmp;site=ehost-live</a></p> <p>Sim, K. L., Curatola, A. P. and Rogers, J. W. (2011) 'Job Security, Job Satisfaction, Effort-Reward Equity and Lean Manufacturing: A Field Study', <i>Proceedings for the Northeast Region Decision Sciences Institute (NEDSI)</i>, pp. 1231–1255, <a href="http://search.ebscohost.com/login.aspx?direct=true&amp;db=bth&amp;AN=88844687&amp;asmp;site=ehost-live">http://search.ebscohost.com/login.aspx?direct=true&amp;db=bth&amp;AN=88844687&amp;asmp;site=ehost-live</a></p> |  |
| <i>This module does not have any other resources</i>  |  |
| Discussion Note:  |  |