

## H7PRM: Performance and Reward Management

Module Code:	H7PRM
Long Title	Performance and Reward Management <b>APPROVED</b>
Title	Performance and Reward Management
Module Level:	LEVEL 7
EQF Level:	6
EHEA Level:	First Cycle
Credits:	10
Module Coordinator:	Pauline Kelly Phelan
Module Author:	CAITRIONA HUGHES
Departments:	School of Business
Specifications of the qualifications and experience required of staff	Level 9 or equivalent qualificationplus management experience preferably in the human resource management area.
<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 a knowledge of the range of benefits and remuneration that can be employed to attract, motivate and retain key groups of employees
LO2	Analyse and evaluate the different forms of reward and performance management and their application in different organisational contexts
LO3	Examine the principles and practice of evidence-based decision making in reward management with regard to the key customers/stakeholders in the organisation
LO4	Develop an evidence-based approach to reward management for an organisation that has considered the financial and operational implications.
LO5	Evaluate Total Reward and how it can be applied to organisations
LO6	Undertake a piece of independent, guided research, investigating a topic within the field of Reward Management and HRM.
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	As per programme requirements (outlined in 4.2.2 Minimum requirements for general learning)

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Module Content & Assessment			
<b>Indicative Content</b>			
<b>An Introduction to Reward Management</b> What is meant by Reward Management The concept of Total Reward Financial and non-financial rewards Strategic Reward Reward strategy& aligning reward with the business goals			
<b>Base pay management</b> Develop and Implement Reward Strategyand RewardPolicies Developpolicies and processes to ensure fairness, equity and consistency in reward Minimum Wage and National Living Wage DevelopGrade and Pay Structures Job Evaluation Equal Pay Factorsaffecting pay levels (Benchmarking, Economy, Competitors, Company Branding) Pay forecasting and cost considerations			
<b>Performance Management</b> Performance Appraisals Performance Management as a process for managing work and performance Management by objectives 360-degree feedback The link between performance management and performance related pay Challenges with performance management and performance related pay			
<b>Rewarding and recognising performance and merit</b> Motivation and Reward Engagement and Organizational Commitment Role of Reward in The Psychological Contract Performance Management and Reward Performance related pay OrganisationalPerformance Linked to Pay and Balanced Scorecards Individual Pay Schemes, Bonus Schemes, Team Pay Pay Bargaining/Collective Bargaining Role of Unions			
<b>Rewarding special groups</b> Recognition Schemes Paying Senior Managers/Executive Pay Paying Sales People InternationalReward - Paying Ex-Patriates			
<b>Employee benefits</b> Introduction to Pension Schemes- Private Pension Scheme, PRSAs and State Pensions Flexible Benefits Packages			
<b>The practice of reward management</b> Emerging Issues intherole of managers in managing reward			
<b>Assessment Breakdown</b>			<b>%</b>
Coursework			100.00%
<b>Assessments</b>			
<b>Full Time</b>			
<b>Coursework</b>			
<b>Assessment Type:</b>	Formative Assessment	<b>% of total:</b>	Non-Marked
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4,5,6
<b>Non-Marked:</b>	Yes		
<b>Assessment Description:</b> Formative assessment will be included by the provision of class case studies and short questions. Feedback will be provided individually or as a group.			
<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> Learners will be set an essay on the key topics in reward management and performance. Essay should be between 2,500 to 3,000 words in length. Assessment may be based on a case study and will be required to use references from academic books and articles as appropriate. The assignment brief will be issued to learners at the start of the module.			
No End of Module Assessment			
No Workplace Assessment			
<b>Reassessment Requirement</b>			
<b>Coursework Only</b> <i>This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.</i>			
<b>Reassessment Description</b> Learners will be given feedback and required to re-submit the assignment or complete a new assignment as appropriate.			

## H7PRM: Performance and 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	24	Per Semester	2.00
Tutorial	Mentoring and small-group tutoring	12	Per Semester	1.00
Independent Learning	Independent learning	89	Per Semester	7.42
Total Weekly Contact Hours				3.00

Module Resources	
Recommended Book Resources	
<p>Armstrong, M. (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 ed. CIPD Kogan Page, London.</p>	
Supplementary Book Resources	
<p>Rose, M. (2018), <i>Reward management: a practical introduction</i>, 2nd ed. CIPD Kogan Page, London.</p> <p>Armstrong, M. and Cummins, A. (2011), <i>The reward management toolkit: a step-by-step guide to designing and delivering pay and benefits</i>, Kogan Page, London.</p> <p>Perkins, S., White, G. (2011), <i>Employee Reward, Alternatives, Consequences and Context</i>, CIPD.</p> <p>Corby S., Palmer S., Lindop E. (2009), <i>Rethinking Reward</i>, Palgrave Macmillan Basingstoke.</p> <p>Beardwell J., Thomson, A. (2014), <i>Human Resource Management</i>, 7th edition. Prentice Hall.</p> <p>Fisher, J. (2015), <i>Strategic Reward and Recognition</i>, Kogan Page.</p> <p>Armstrong M., and Cummins A. (2011), <i>The Reward Management Toolkit A step-by-step guide to designing and delivering pay and benefits</i>, Kogan Page.</p> <p>Armstrong M. (2012), 'Armstrong's Handbook of Reward Management Practice, Improving Performance Through Reward', 4th Edition. Kogan Page, Great Britain.</p>	
Supplementary Article/Paper Resources	
<p>Armstrong, M. and Brown, D. (2017), Job evaluation versus market pricing: competing or combining methods of pay determination? <i>Compensation and Benefits Review</i>, Vol 49, No 3, June. pp153-160.</p> <p>Brink, S. and Myhr, M.E. (2014), Assessing competitive pay for executives in a global labor market. <i>Benefits and Compensation International</i>, Vol 44, No 1, July/August. pp15-18.</p> <p>Brown, D. (2014), The future of reward management: from total reward strategies to smart rewards. <i>Compensation and Benefits Review</i>, Vol 46, No 3, May/June. pp147-151.</p> <p>Calnan, M.M. (2015), Uncovering total reward. <i>Employee Benefits</i>, June. pp42- 43..</p> <p>Farrand, L. (2016), Put the scores up on the board: a total reward strategy will enable employees to see the full value of their package., <i>Employee Benefits</i>. May. pp18-19.</p> <p>Giancola, F. (2014), What the research says about the effects of open pay policies on employees' pay satisfaction and job performance. <i>Compensation and Benefits Review</i>, Vol 46, No 3, May/June. pp161- 168.</p> <p>Godar, P. and Frey, R. (2014), 4 ways to transform your rewards strategy, <i>Workspan</i>. Vol 57, No 7, July. pp44-47.</p> <p>Johnson, P., McMullen, T. and Royal, M. (2015), Job evaluation: relevant, robust and reimaged. <i>Workspan</i>, Vol 58, No 9, September. pp26-30, 32.</p>	
Other Resources	
<p>[Website], <a href="http://www.cipd.co.uk">http://www.cipd.co.uk</a>.</p> <p>[Website], <a href="http://www.towerswatson.com/en-IE">http://www.towerswatson.com/en-IE</a>.</p>	
Discussion Note:	