

Victoria Management School

HRIR 306
REMUNERATION & PERFORMANCE MANAGEMENT

Trimester 1 2007

COURSE OUTLINE

Contact Details

LECTURER

Kevin McBride

Phone: 384 5834 or 021 380 296

Email: kevin@mcbridehr.co.nz

LECTURER /COURSE COORDINATOR

Grant Herman

Phone: 472 0461 or 027 463 3506

Email: grant.herman@vuw.ac.nz or
grant.herman@changeworks.co.nz

Administration Assistant

Tania Loughlin

Room RH 1022, Rutherford House

Phone: 463-5358

Email: tania.loughlin@vuw.ac.nz

Class Times and Room Numbers

Tuesday	10:30 am - 11:20 am	GBLT 2
Thursday	10:30 am - 12:20 pm	GBLT 2

Examination Period

This course has a three hour final examination. The examination period will be from 8th - 27th June 2007.

Overall Course Objectives

This course focuses on employee remuneration and performance management in contemporary organisations.

The main purposes of this course are to:

- examine the current state of thinking and practice with regard to remuneration
- examine related issues with regard to performance management
- evaluate how recent theoretical and research developments inform remuneration decisions
- offer an opportunity to develop competencies in making remuneration and performance management decisions.

This course requires active participation from the students during lectures and seminars.

Course-related Student Learning Objectives

On successful completion of the course, students should be able to:

- demonstrate an understanding of some major HRM theories and concepts relevant to remuneration and performance management
- be familiar with contemporary issues and debate in these remuneration and performance management
- understand the linkages between remuneration and performance management

Textbook

Milkovich, George T. and Newman. Jerry M, Compensation, 2005, 8th edition.

You will be provided with a book of course readings which will be issued to you at the first lecture on Tuesday, 27 February 2007. After this time the readings may be collected from the 10th Floor Reception, Rutherford House. Please note that it will be necessary for you to produce your Student ID in order for you to receive the readings.

Course Content

Week 1: Course Introduction, Strategic Perspectives

Required reading: M&N: Chapters 1 & 2

Suggested readings:

Gomez-Mejia, L.R. and D.B. Balkin. (1992.) Chapter 2. "Strategic Choices in Compensation" in *Compensation, Organization Strategy, and Firm Performance*. Ohio: College Division South Western Publishing Co. 34-58.

Pfeffer, Jeffrey. (1995.) "Producing Sustainable Competitive Advantage Through Effective Management of People." *Academy of Management Executive*, 9(1): 55-71.

Richter, Andrew, S. (1998.) "Paying People in Black at Big Blue" *Compensation and Benefits Review*, 30(3): 51-59.

Turnasella, T. (1994.) "Aligning Pay with Business Strategies and Cultural Values." *Compensation and Benefits Review*, 26(5): 65-72.

Bloom, Matt. (1999.) "The New Deal: Understanding Total Compensation in the Employment Relationship." *American Compensation Association (ACA) Journal*, Fourth Quarter: 58-66.

Weeks 2 & 3: Internal Consistency: Managing Structure and Design

Required reading: M&N Chapters 3, 4, 5

Suggested readings:

Lawler, Edward, E. (1986.) "What's Wrong with Point Factor Job Evaluation." *Compensation and Benefits Review*, March-April.

Brown, Michelle. (1999.) "Does Pay Structure Matter" *ACA Journal*, Second Quarter: 64-70.

Bloom, Matt. (1999.) "The Performance Effects of Pay Dispersion on Individuals and Organizations." *Academy of Management Journal*, 42(1): 25-40.

Week 4: Person-Based Structures

Required reading: M&N Chapter 6

Suggested readings:

Lawler, E.E. (1996.) "Competencies: A Poor Foundation for the New Pay." *Compensation and Benefits Review*, Nov.-Dec.: 21-27.

O'Neill and Landre.(1993.) "Linking Employees Skills to Pay: A Framework for Skill Based Plans." *ACA Journal*, Winter, 2(3):14-27.

Weeks 5, 6 and 7: External Competitiveness: Managing Total Pay Levels, Mix and Labour Costs

Required reading: M&N Chapters 7 & 8

Suggested readings:

Pfeffer, Jeffrey. (1998.) "Six Dangerous Myths About Pay." *Harvard Business Review*, May-June: 109-119.

Abosch, Kenan. S. (1998.) "Confronting Six Myths of Broadbanding" *ACA Journal*, Autumn: 28-36.

Werner, Steve, Chris Touhey, Robert Konopaske. (1999.) "Ten Questions to Ask Yourself About Compensation Surveys" *Compensation and Benefits Review*, May-June: 54-59.

Weeks 8, 9 & 10: Employee Contributions: Performance-based Pay and Performance Appraisals

Required reading: M&N Chapters 9, 10, 11

Suggested readings:

Kohn, Alfie, (1998.) "Challenging Behaviorist Dogma: Myths about Money and Motivation", *Compensation and Benefits Review*, 30(2): 29-37.

Abosch, Kenan, S. (1998.) "Variable Pay: Do We Have the Basics in Place?" *Compensation and Benefits Review*, 30(4): 12-22.

Mitra, Atul, Nina Gupta and Douglas G. Jenkins, Jr. (1995.) "The Case of Invisible Merit Raise: How People See Their Pay Raises." *Compensation and Benefits Review* 27(3): 71-76.

Hansen, Daniel, G. (1997.) "Worker Performance and Group Incentives: A Case Study." *Industrial and Labour Relations Review*, 51(1):37-49.

McAdams, Jerry, L. (1995.) "Design, Implementation and Results: Employee Involvement..." *Compensation and Benefits Review*, 27(2): 45-55.

Hale, Jamie and George Bailey. (1998.) "Seven Dimensions of Successful Reward Plans." *Compensation and Benefits Review*, 30 (4): 71-77.

Week 11: Compensation of Special Groups

Required reading: M&N Chapter 18

Suggested readings:

Tosi, Henry L. Jr and Gomez-Mejia, Luis R.. (1994.) "CEO Compensation Monitoring and Firm Performance." *Academy of Management Journal*, 37(4): 1002-1016.

Waldo, D. (1999.) "Rediscovering Commission Motivation." *ACA Journal*, Second Quarter: 50-55.

Brossy, Roger and John E. Balkom. (1998.) "Executive Compensation: Finding Balance in the Quest for Value." *Compensation and Benefits Review*, 30(1): 29-34.

Week 12: Role of Government in Remuneration

Required reading: M&N Chapter 14

Expected Workload

This is difficult to estimate. As a guide, only on workload in addition to time spent at lectures, you should expect to spend (a) overall between approximately 8-10 hours a week for the 12 teaching weeks reading texts or other books/articles, analysing issues raised in lectures, and working on your assignments, and (b) at least a week revising and preparing for the final examination.

Assessment

The purpose of assessment is to evaluate the degree to which each student has understood the issues presented in the course.

Assignment	Title	% of Marks Available	Due Date
1	Individual Assignment	25%	5pm, Friday 5 th April 2007
2	Group Assignment	15%	5pm, Friday 18th May 2007
3	Final examination	60%	8 th - 27 th June 2007
	TOTAL	100 %	

1. Individual Assignment.

The **individual assignment** will focus on concepts covered in the first six weeks of the course.

The assignment topic will be handed out during Week 1, and will be due at the end of Week 7, 5pm, Thursday 5th April 2007

2. Group Assignment.

Group discussion will be a regular part of the class work. Students will be assigned to groups at the start of the course and are expected to participate actively in group work. There will be a **group assignment** that will be a practical application of material covered in class. **The group assignment will be due at the end of Week 10, 5pm, Friday 18 May 2007**

3. Final Examination.

The final examination will be held between 8th - 27th June 2007.

GRADING GUIDELINES

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment. Note this is a failing grade.

Mandatory Course Requirements

1. Completion and handing in of both the individual assignment and the group assignment on the due dates;
2. Sit the final examination; and
3. Achieve an overall grade average of 50% for the two assignments and the exam.

Notice of Failure to meet Mandatory Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board. Students will be expected to check both places for notification.

Handing in Assignments

Completed assignments are to be submitted by 5:00 pm on the due date:

- (a) as hard copy to the HRIR 306 Assignment Box on the Mezzanine Floor in Rutherford House and
- (b) as a "Word" document in electronic file format to the Blackboard. Students must also keep an electronic copy of their work.

In exceptional circumstances the assignments could also be e-mailed to the lecturer by 5:00 p.m. on the due date. Receipt of the assignment by e-mail will be acknowledged by the lecturer.

ALL Late Assignments are to be handed in to Reception, 10th Floor of Rutherford House (Pipitea Campus).

All completed assignments must have a cover sheet. The cover sheet is in **Annex A** of this course outline. Students **must also keep an electronic copy** of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Penalties

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 5% of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late**.

When calculating the late penalty **Saturdays, Sundays and public holidays will be included** when counting the number of days that an assignment is late.

Assignments received more than 7 days after the deadline will not be accepted and the student will automatically fail terms.

- (ii) This Course Outline provides a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties.

Extensions to submission deadlines for any assigned work will only be granted in **exceptional** circumstances.

- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the lecturer as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to especially when they provide a guide to limiting the student's coverage of a topic. For each assignment, students will be provided with a word range (eg 1500 - 1800 words) that is acceptable for the assignment. **There will be a half-mark deducted from the grade for the assignment for every 100 words or part thereof that are over the upper end of the range.**

Communication of Additional Information

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg HRIR 306_Smith_Pauline_3000223344_Ass1 Query. All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

VICTORIA UNIVERSITY OF WELLINGTON
Te Whare Wānanga o te Ūpoko o te Ika a Māui



Victoria Management School

HRIR 306 Individual Assignment Cover Sheet

Name: _____ Student ID: _____

Date Due: _____

Date Submitted: _____

*I have read and understood the university policy on Academic Integrity and Plagiarism.
I declare this assignment is free from plagiarism.*

Signed: _____

Extension of the due date (if applicable)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____