

School of Management

HRIR 306 REMUNERATION AND PERFORMANCE MANAGEMENT

Trimester 2, 2016

COURSE OUTLINE

Prescription

An analysis of the theory and practice of setting and managing remuneration and performance management systems. The course focuses on strategic choices in setting rewards and compensation for work, and implementing and operating the performance management cycle in workplaces.

Course Learning Objectives

By the end of this course, students should be able to:

- 1) Analyse and evaluate strategic choices in remuneration and performance management;
- 2) Apply principles and processes, communicate and help lead the development of remuneration and performance management systems; and
- 3) Communicate and lead performance management situations.

Course Content

DATE	TOPICS	Course Readings
Week 1	Course overview and introduction to remuneration and performance management	Shields Chapters 1
Week 2	Managing for engagement	Shields Chapter 2
Week 3 Tutorial 1	Strategic issues in remuneration and performance management	Shields Chapter 3
Week 4 Tutorial 2	Employee development	Shields Chapter 4, 5 & 6
Week 5 Tutorial 3	Base pay and benefits, executive pay	Shields Chapters 7, 8, 9, 10, 16
Week 6 Assignment 1 due	Employee contributions / pay for performance	Rewarding employee performance Shields 11, 12, 13 Brown & Purcell (2007)
		Mid trimester break

Week 7 Tutorial 4	Group incentives and worker share ownership	Shields Chapters 14, 15
Week 8 Tutorial 5	Designing remuneration and performance management systems	Shields (2007) Chapter 17
Week 9 Tutorial 6 Assignment 2 due	Managing remuneration and performance management	Milkovich Chapter 18
Week 10 Tutorial 7	Guest lecture	
Week 11	Special groups	
Week 12	Synthesis and revision	

Trimester Dates

Teaching Period: Monday 11th July – Friday 14th October

Study Period: Monday 17th October – Thursday 20th October

Examination Period: Friday 21st October – Saturday 12th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 22nd July 2016.
2. The standard last date for withdrawal from this course is Friday 23rd September 2016. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks or [online](#).

Names and Contact Details

COURSE CO-ORDINATOR

Dr Geoff Plimmer

Room: RH1007, Rutherford House

Phone: 463 5700

Email: geoff.plimmer@vuw.ac.nz

Office Hours: 9.30am to 12 noon on Thursday

TUTOR

Hamish Crimp hamishcrimp@gmail.com

ADMINISTRATOR

Celine Ronze

Room: RH1022, Rutherford House

Phone: 463 5358

Email: celine.ronze@vuw.ac.nz

UNDERGRADUATE PROGRAMME MANAGER

Garry Tansley

Room : RH 1031, Rutherford House

Phone: 463 6968

Email: garry.tansley@vuw.ac.nz

Class Times and Room Numbers

Monday 08:30 - 10:20
Rutherford House RHLT2

Course Delivery

Lectures

There is one two-hour lecture per week. This will be a mix of lecture, guest speakers, class exercises and videos. Lecture slides will be posted on Blackboard before class in order to aid note taking in class. You will be expected to have read the relevant Shield chapter before each class and be ready to contribute. **Please note that the lectures are 8.30 on Monday mornings, and that attending them is important to doing well in assignments, and in particular the exam. Is this course for you?**

Tutorials

Tutorials occur in seven of the 12 weeks. These are an important component of your learning. You have the opportunity to further your understanding of key concepts and develop practical skills.

You should come to tutorials having prepared answers to the questions assigned for that week (found before each week's reading on Blackboard or in the course materials book and textbook). They must be submitted on Blackboard by 9.00 am Wednesday. Answers will be discussed in tutorials so it is important that you bring a hard copy of these answers to each tutorial. Electronic copies via email will not be accepted.

Tutorials will occur in Weeks, 3, 4, 5, 7, 8, 9 and 10. The sign up for tutorials is through myAllocator. More information and the log on link is on this web page: <http://www.victoria.ac.nz/students/study/timetables/tutorial-sign-up>.

You will be advised by email when this is open and then you use your MyVictoria username and password to log on and then click on course link.

If you have not been able to sign up by the end of the first week of the course please contact the Undergraduate Programme Manager, garry.tansley@vuw.ac.nz

Readings

The prescribed text is

Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., Johns, R., Robinson, J., O'Leary, P. and Plimmer, G., (2015). *Managing Employee Performance & Reward: Concepts, Practices, Strategies*. Cambridge University Press.

There are also readings on-line to help with assignments and exams.

Mandatory course requirements

In addition to achieving an overall pass mark of at least 50%, students must:

- a. Submit all assignments within the allowable timeframe; and
- b. Obtain at least 40 per cent of the final examination marks available.

These requirements exist because a) managing and working to deadlines is a key skill for graduates, in particular in performance management and remuneration situations; and b) the examination is an

important assessment of overall performance management and remuneration knowledge and how well one is able to integrate and apply that knowledge to the questions posed.

Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including any final examination. Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade. Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not. Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice as soon as possible.

If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

Expected Workload

The expected workload for the course 150 hours.

Assessment

The Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Course learning objective	Assessment	Weight	Date
1, 3	Individual Assignment One – 1500 words maximum – to be submitted in hard copy and via Turnitin	20%	12pm Friday 19 August (Week 6)
1, 2, 3	Individual Assignment Two – Case Analysis 1500 words maximum– to be submitted in hard copy and via Turnitin	20%	12pm Friday 30 October (Week 10)
2	Tutorial preparation – to be submitted in Blackboard	10%	Assessed tutorials are in weeks 4, 5, 7, 8 and 9
1, 2, 3	Final Examination - 2 hours	50%	Examination Period
	TOTAL	100%	

Assignment 1: Essay topic

Critically discuss one of the following topics.

Executive Pay

Are executive pay rates too high and unfair, or are they needed to get extraordinarily competent people to run companies? How should they be rewarded? Justify your argument with reference to the academic literature. Discuss in light of pay for the CEO of Fonterra:

<http://www.stuff.co.nz/business/farming/agribusiness/72585204/Fonterra-CEO-Theo-Spierings-salary-freeze-offer-too-late-farmers-say>

Fonterra CEO Theo Spierings' salary freeze offer too late, farmers say

Theo Spierings' salary has been frozen at his own request, but he will still qualify for major bonuses on top of his salary.

Spierings requested the freeze for the 2015-16 year at a meeting of the company's people, culture and safety committee on September 21. That was the same day Fonterra confirmed 230 more jobs were going, adding to the 523 staff made redundant in July. Spierings' total earnings for the year to July 31 were at least \$4.93 million, representing a pay rise of about \$770,000.

OR

Money as a motivator (or not)

How important is money as a motivator for good performance? To what extent is the following quote true?

“Pay people well, pay them fairly, and then do everything possible to help them forget about money.” Alfie Kohn

Assignment 2: Remuneration and performance management design proposal

This assignment will assess and develop your skills in applying remuneration and performance management principles, concepts and methods to an organisation and jobs. Further, it aims to develop your skills in having the credibility and influencing skills needed to lead HR projects.

You are an HR consultant asked to design a remuneration and performance management program. You are also asked for advice on how to implement it in the organisation.

Choose an organisation, or part of an organisation, that interests you. Based on **public information** (such as websites, media reports and other public information) consider the best remuneration and performance management system for it.

Write a proposal that gives your advice on options, and any processes needed to further design and implement the system. Demonstrate your ability to analyse an organisation, and apply your knowledge and expertise to an organisation. Use the academic literature to justify your recommendations.

Handing in assignments

Completed assignments are to be submitted **on the due date** in **BOTH** of the following forms:

1. Hardcopy submitted to the **HRIR 306 assignment box number 12** (First Floor of Railway West Wing – Pipitea Campus), AND
2. Electronic copy to the **HRIR 306 Blackboard Digital drop box. Late assignments handed in to RH 1022, Level 10 Reception.**

Both versions must have a cover sheet. A hardcopy cover sheet is at the end of this course outline and an electronic copy has been placed on blackboard in the ‘Assignments’ folder. Both copies must be submitted by the due time and date to avoid penalties.

Marks and Grades

<i>Pass/Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	Outstanding performance
	A	85%-89%	Excellent performance
	A-	80%-84%	Excellent performance in most respects
	B+	75%-79%	Very good performance
	B	70%-74%	Good performance
	B-	65%-69%	Good performance overall, but some weaknesses
	C+	60%-64%	Satisfactory to good performance
	C	55%-59%	Satisfactory performance
Fail	C-	50%-54%	Adequate evidence of learning
	D	40%-49%	Poor performance overall, some evidence of learning
	E	0-39%	Well below the standard required

Examinations

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the following period:

Friday 21st October – Saturday 12th November (inclusive)

Penalties

Late assignments are to be handed in at **Level 10 Reception, RH 1022**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time**. An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator for the course or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

Penalties – for Lateness

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 10% of the marks available (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements**.
- (ii) Course Outlines provide 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**, to the **Undergraduate Programme Manager**, providing documentary evidence of the reasons of their circumstances.

- (iv) All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. a medical certificate, or counsellor's report clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.
- (v) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Undergraduate Programme Manager** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (vi) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

Remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students.

Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments.

For marks: If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken.

For grades: If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken. Experience from previous years is that almost all remarks are within 10% or one grade. Occasionally there is a significant shift in the mark or grade. Application for remarks must be made within 14 days after the assignments or marks are made available.

To apply for a remark, complete the request for re-examination of assessed work form (Annex B) stating which sections (criteria listed in the mark sheet) you wish re-examined. You must provide academic reasons on why you think the mark does not, in your view, fairly reflect the quality of your work. Your assignment will only be reconsidered on the points you raised. Complete remarks will not be undertaken. Hand this with your assignment into the following place:

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow a minimum of 5 days for remarks to be completed.

The outcome will be a standard grade (A+ to E).

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and submitted to Turnitin. A copy of submitted materials will be retained on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

Student feedback

Feedback in previous years has been positive, with an appreciation for the practical orientation and class discussion. There were some complaints about the previous text book – which was seen as expensive. This year I've changed the text book to one that is cheaper.

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

Communication of Additional Information

Please check blackboard regularly for slides, updates and guidance on assignments etc.

Link to general information

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.



School of Management

HRIR 306 Individual Assignment Cover Sheet

Name: _____ **Student ID:** _____

Word Count: _____

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: _____



School of Management

HRIR 306
Request for re-examination of assessed work

	Assessment affected: <i>e.g. Assignment</i>	
Student ID: _____	Name as it appears in your enrolment _____	Tutorial No: _____ Tutor's Name: _____ Tutorial Day and Time: _____
Contact Details:	Phone: _____ Email: _____	

Specify which section (criteria specified in the mark sheet) you wish to be re-examined
Note: requests to re-examine "all" criteria will not be considered.

Clearly state why you believe each of these sections should be re-examined:
Note: "I think it is worth more," is insufficient.

Signature: _____ Date: _____

For Office Use Only (To be completed by Course Coordinator)

Original Grade		New Grade		Date of Grade Change	
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Reason:

Signed: _____ Print Name: _____ Date: _____