

**MODULE SPECIFICATION FORM**

Module Title: Reward Management	Level: 7	Credit Value: 15
---------------------------------	----------	------------------

Module code: BUS7AG	Cost Centre: GAMG	JACS3 code: N215
---------------------	-------------------	------------------

Trimester(s) in which to be offered: 1	With effect from: Sept 2015
----------------------------------------	-----------------------------

<b>Office use only:</b> To be completed by AQSU:	Date approved: August 2015
	Date revised: -
	Version no: 1

Existing/New: New	Title of module being replaced (if any): BUS741 Employee Reward Management
-------------------	----------------------------------------------------------------------------

Originating Academic School: Business	Module Leader: Carrie Foster
---------------------------------------	------------------------------

Module duration (total hours): 150 Scheduled learning & teaching hours: 50 Independent study hours: 100 Placement hours: 0	Status: core/option/elective Core (identify programme where appropriate):
-------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------

Programme(s) in which to be offered: MA Human Resource Management Programme	Pre-requisites per programme (between levels):
--------------------------------------------------------------------------------	------------------------------------------------

**Module Aims:** The purpose of this module is to provide an in-depth treatment of the key concepts and controversies in the design and implementation of employee reward systems. The module emphasises the critical evaluation of current practice, drawing on theoretical frameworks from organisational behaviour and, to a lesser extent, economics.

**Intended Learning Outcomes:**

**Knowledge and Understanding:**

At the end of this module, students will be able to;

1. Critically analyse and appraise the relationship between the external environment, business strategy, HRM strategy and systems of reward management.
2. Explain and evaluate the conceptual frameworks, theoretical debates and research informing reward management practice relative to both relational and transactional rewards
3. Synthesize and evaluate issues of internal and external reward equity in a range of contexts and structure reward responses that address the strategic and regulatory requirements facing an organisation

**Transferable/Key Skills and other attributes:**

Students will be able to;

- Think critically and creatively about reward-related factors that affect achievement of organisational success, within their own organisations and others.
- Use information and knowledge effectively: challenging, authenticating and applying models to specific personal/team/ function and corporate reward scenarios. Identifying assumptions, evaluating statements, reviewing evidence, identifying values and generalising appropriately

*This module maps against the CIPD module 7RWM Reward Management*

**Assessment:**

**Assessment 1** - The assessment will require the learner to apply principles to real-world situations by examining, analysing and evaluating an illustrated issue in the practice of reward management and being asked to provide a plan for a reward strategy in an organisation with which they are familiar, justified by theories and research evidence.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count (or equivalent if appropriate)
1	1, 2 & 3	Case Study	100%		3,500

## **Learning and Teaching Strategies:**

The teaching and learning strategy aims to produce professionals who are not only able to perform effectively in their present roles; but who have developed the skills, insight and confidence to develop and learn to mobilisation of their organisational workforce.

The teaching methods are designed as a blended learning programme, combining tutor moderated or led interactions with digital learning resources, access to self-study resources and networked and collaborative learning among students as part of the regions HR community.

The syllabus for the module will be delivered over a twelve week period (Trimester.) Both Distance Learning and Blended Learning Students will be provided with the same access to study materials through Glyndŵr University's Virtual Learning Environment, Moodle including; Panopto Digital Lectures, Online Subject Guides, Learning Resources, Library Resources, Residential Weekends and either online (Distance Learning Students) or Face-to-Face (Blended Learning Students) tutorials.

To achieve this 'thinking performer' approach the strategy is to focus on enhancing the learners knowledge and their capacity to be reflective on how employment relations practices can contribute to the sustainable competitive advantage of an organisation.

Owing to the eclectic range of perspectives on organisations, the impact of organisational context and consequent strategies for reward management the learners are encouraged to take a collaborative approach to learning with peers from a wide range of backgrounds to enable them to benefit from their varied perspectives.

Therefore teaching and learning activities will involve examination of knowledge, concepts and issues in relation to reward management, and the discussion of current problems and emerging thinking.

The range of teaching practices deployed includes: lectures, case studies, discussions and guided reading to allow for dissemination of knowledge which can be explored in a safe environment. Activities are intended to challenge students understanding of the dimensions of reward practice by encouraging them to tolerate the multidimensional and inclusive perspectives that exist in a range of organisational situations. Having a variety of ages, skills, experience and background means that the students learn to help themselves and each other, thus enhancing their collaborative and interpersonal skills. Similarly having to voice opinions and put their case helps to develop their presentational and persuasive skills, as do the assignments.

Students must be able to direct their own learning and develop their own learning strategies, the requirements for this is introduced at the induction and reinforced in all modules.

## **Syllabus outline:**

This module provides students with;

- An examination of total rewards in an organisational and international context and provides learners with the knowledge and understanding of environments in which reward professionals plan, implement and evaluate employee reward policies to support strategic organisational goals.
- A theoretical and normative understanding of the diverse approaches to reward management and reflect on the strengths and limitations of these approaches in promoting individual and organisational performance in a fair, reasonable and equitable way.
- The foundations for pay and benefits management in modern organisations in the private, public and third sectors and how these traditions can be integrated into appropriate strategic designs that provide considerations of relative value and worth, individual and collective contribution and labour markets.
- A comprehension of the relationship between traditional, contingent and developmental choices of rewards, the use of diagnostic and evaluative skills in designing flexible approaches to reward and the challenges of international and executive pay arrangements.
- Critical reflection on theory and practice from an ethical and professional standpoint and for continuous professional development.

Indicative module content

1. The relationship between the environment, strategy and systems of reward management. Further developing understanding of the contribution of HRM policy and practice to the strategic management of organizations, and to addressing the internationalization of business.
2. The conceptual frameworks and theoretical debates informing reward management. The importance of ethical and equal opportunities issues in reward management. Reward structures that recognise labour market and equity constraints.
3. Traditional, contingent and knowledge bases for transactional and relational rewards.
4. The key recent debates and developments in the management of employee reward.
5. Reward processes, evaluation, auditing; the main factors to be taken into account, and the main techniques used, in the design and implementation of employee rewards policies in pursuit of organizational objectives.
6. Executive and expatriate rewards in an international context. Relationships to performance management and the regulatory context.
7. Key issues in contemporary reward management, benefits, pensions, affordability
8. Writing reflective accounts of learning experienced and its application.

## **Bibliography:**

### **Essential**

Perkins, S. J. and White, G. (2011) *Reward Management: Alternatives, Consequences and Contexts*. (2<sup>nd</sup> Edition). London: CIPD

### **Other indicative reading:**

Armstrong, M. (2012) *Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward* (4<sup>TH</sup> Edition) London: Kogan Page

Armstrong, M. and Brown, D. (2010) *Evidence-Based Reward Management: Creating Measurable Business Impact from Your Pay and Reward Practices*. London: Kogan Page

Armstrong, M. and Cummins, A. (2011) *The Reward Management Toolkit: A Step-By-Step Guide to Designing and Delivering Pay and Benefits*. London: Kogan Page

Fisher, J. G. (2015) *Strategic Reward and Recognition: Improving Employee Performance Through Non-monetary Incentives*. London: Kogan Page

Gostick, A. and Elton, C. (2009) *The Carrot Principle: How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance* Pocket Books

Rose, M. (2014) *Reward Management (HR Fundamentals)*. London: Kogan Page

Wendel, S. (2014) *Improving Employee Benefits: Why Employees Fail to Use Their Benefits and How Behavioral Economics Can Help*. Longfellow Press

Worldatwork (2007) *The WorldatWork Handbook of Compensation, Benefits and Total Rewards: A Comprehensive Guide for HR Professionals* John Wiley & Sons;

Zingheim, P. K. and Schuster, J. R. (2000) *Pay People Right! Breakthrough Reward Strategies to Create Great Companies (Jossey-Bass Business and Management Reader Series)* John Wiley & Sons;

### **Journals**

[Human Resource Management Journal](#)

[International Journal of Human Resource Management](#)

[People Management](#)

[Personnel Review](#)

[Work, Employment and Society](#)

### **Websites**

[www.cipd.co.uk](http://www.cipd.co.uk) - Chartered Institute of Personnel and Development

[www.employmentstudies.co.uk](http://www.employmentstudies.co.uk) - Institute for Employment Studies

[www.ilo.org](http://www.ilo.org) - International Labour Organization

[www.bis.gov.uk](http://www.bis.gov.uk) - Department of Business, Innovation and Skills

[www.ons.gov.uk](http://www.ons.gov.uk) - Office for National Statistics

[www.europa.eu/employment](http://www.europa.eu/employment) - European Union Employment and Social Affairs

[www.managers.org.uk](http://www.managers.org.uk) - Chartered Management Institute

[www.tuc.org.uk](http://www.tuc.org.uk) - Trades Union Congress

[www.independent.co.uk](http://www.independent.co.uk) - Independent newspaper

[www.telegraph.co.uk](http://www.telegraph.co.uk) - Daily Telegraph newspaper

[www.bbc.co.uk/news/](http://www.bbc.co.uk/news/) - BBC News website

[www.cnn.com/BUSINESS](http://www.cnn.com/BUSINESS) - CNN Business News