HRMT19012 *Performance Management*
Term 1 - 2024

Profile information current as at 29/07/2024 03:27 pm

All details in this unit profile for HRMT19012 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

An organisation's performance management system plays a major role in its ability to attract and retain skilled and/or experienced employees, to motivate high quality performance, and to support organisational strategic objectives. In this unit you will gain a sound understanding of the concepts, models and theories underpinning the relationship between performance management systems, human resource management and organisational performance. You will explore the use of performance management techniques in real world organisational settings and develop performance management capabilities relevant to a range of organisational scenarios.

Details

Career Level: *Undergraduate*
Unit Level: *Level 2*
Credit Points: *6*
Student Contribution Band: *10*
Fraction of Full-Time Student Load: *0.125*

Pre-requisites or Co-requisites

Prerequisite: HRMT11011
Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the Assessment Policy and Procedure (Higher Education Coursework).

Offerings For Term 1 - 2024

- Melbourne
- Online
- Sydney

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.

Class and Assessment Overview

Recommended Student Time Commitment
Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

Regional Campuses

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

Metropolitan Campuses

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview
1. **Presentation**
Weighting: 50%
2. **Portfolio**
Weighting: 50%

Assessment Grading
This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the University's Grades and Results Policy for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the CQUniversity Policy site.
You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the CQUniversity Policy site.

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Qualitative comments in SUTE

Feedback

Students appreciated the efforts of the caretaker UC. They mentioned, "UC shows genuine passion for the unit and the learnings of his students. He facilitates lectures in a way that ensures all students are engaged and participating. Also, encourages students to build relationships and work together.

Recommendation

It is critical to bring students back to the online classes to enhance their in-class participation and engagement with the contents. In-class attendance and participation marks should be allocated. Teamwork and activities will be developed to ensure better engagement with the unit. Thus, it would be better to change the assessments (individual essays/reports) to active assessments. It may include in-class live weekly quizzes, and the opportunity to write down reflective notes. Group assessments and presentations will be added to the unit. Students will do certain activities every week during class with their teammates. They will present their knowledge, insights and experience during the class. They will get an opportunity to write down team reflections on their work. Such changes will motivate them to come to the online weekly workshops to gain and discuss knolwedge and skills. In addition, we should continue to engage students using student-centred teaching techniques, and continue to send regular weekly emails, and unit updates using CQU Success. Offer help to the students out of the regular workshop timing if they are struggling to attend workshops.

Feedback from Comments in one of the workshop

Feedback

Appreciated the availability of workshop activity sheets in the Moodle. Great help to have workshop activity sheet and it includes opportunity of Assessment briefing, scenario-based discussion questions, and a weekly case study analysis with questions.

Recommendation

Team work and activities will be added to improve collaboration and teamwork. Continue to use weekly workshop activity sheets on Moodle. Also, continue to provide instructions regarding weekly activities during online workshops

Feedback from Quantitative data in SUTE

Feedback

Students showed concerns (low percentage) on "Knowledge and skills", however the feedback could not relate with positive comments (qualitative data).

Recommendation

We have not made any changes in the unit contents (knowledge and skills) in last the three years. Lecture PowerPoint slides, lecture recordings and the readings will be updated. Some recent industry insights and practical work activities (such as portfolio as an assessment) will be added too. Teams will be formed for team assessments (assessments need to be changed), The weekly team activities will be conducted to ensure the transfer of knowledge, skills, collaboration and teamwork. Also, the guest speaker would be invited to share some recent industry knowledge and skills regarding performance and reward management.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Describe the major concepts, theories and techniques concerned with the way in which organisations manage their people
2. Outline the key approaches to identifying and assessing employee and organisational performance
3. Identify the important relationship between an organisation's performance management system and human resource management
4. Explain the major reward practices and their implications in performance management
5. Apply effective techniques to plan, develop, and use elements of a performance management system.

NA

Alignment of Learning Outcomes, Assessment and Graduate Attributes

Legend					
— N/A Level	Introductory Level	Intermediate Level	Graduate Level	Professional Level	Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Communication	•	•	•	•	•
2 - Problem Solving	•	•	•	•	•
3 - Critical Thinking	•	•	•	•	•
4 - Information Literacy	•	•	•	•	•
5 - Team Work					
6 - Information Technology Competence	•	•	•	•	•
7 - Cross Cultural Competence	•	•	•	•	
8 - Ethical practice	•	•	•	•	
9 - Social Innovation					
10 - Aboriginal and Torres Strait Islander Cultures					

Textbooks and Resources

Textbooks

HRMT19012

Prescribed

Managing Employee Performance and Reward: Systems, Practices and Prospects
3rd Edition (2020)
Authors: John Shields, Jim Rooney, Sydney Michelle Brown and Sarah Kaine
Cambridge University Press
Cambridge , UK
ISBN: 9781108701044
Binding: Paperback

View textbooks at the CQUniversity Bookshop

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition (APA 7th edition)](#)
For further information, see the Assessment Tasks.

Teaching Contacts

Aman Ullah Unit Coordinator
a.ullah2@cqu.edu.au

Schedule

Week 1 - 04 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Performance and reward basics	Chapter 1 of the textbook	

Week 2 - 11 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Strategic alignment and psychological engagement	Chapter 2 of the textbook	

Week 3 - 18 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Managing for results	Chapter 3 of the textbook	

Week 4 - 25 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Performance appraisal and management	Chapter 4 of the textbook	

Week 5 - 01 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Reviewing, discussing and developing employee performance	Chapter 5 of the textbook	

Vacation Week - 08 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
	No reading	

Week 6 - 15 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Base pay	Chapter 6 of the textbook	**ORAL PRESENTATION** Due: Week 6 Friday (19 Apr 2024) 11:59 pm AEST

Week 7 - 22 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Employee benefits	Chapter 7 of the textbook	

Week 8 - 29 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Recognising and rewarding individual performance	Chapter 8 of the textbook	

Week 9 - 06 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Collective short-term incentive plans	Chapter 9 of the textbook	

Week 10 - 13 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Employee share ownership	Chapter 10 of the textbook	

Week 11 - 20 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
System review, change and development	Chapter 11 of the textbook	

Week 12 - 27 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
New horizons in performance and reward management	Chapter 12 of the textbook	**WRITTEN PORTFOLIO** Due: Week 12 Friday (31 May 2024) 11:59 pm AEST

Review/Exam Week - 03 Jun 2024

Module/Topic	Chapter	Events and Submissions/Topic

Exam Week - 10 Jun 2024

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 ORAL PRESENTATION

Assessment Type
Presentation

Task Description
The purpose of this assessment is to help you understand performance management and reward management processes in Australian workplaces. Through engaging in this task, you will develop academic skills in communication, problem-solving, evaluating, and presenting information and ideas to the standard requirement of business professionals.

Select an Australian organisation (such as KPMG or other organisations of your choice), which has publicly available information on performance management and/or reward/compensation management, or related HRM policies or practices on performance management.

This assessment requires you to make a 15-minute individual recorded presentation. You may opt for a PowerPoint voice-over or similar software application in this process (should be able to see the presenter to assess presentation skills).

You are required to present and respond to the questions/tasks below. Use relevant theories and academic references to support your findings and discussions:

1) Describe **performance management and/or reward management** of the selected organisation.

2) Evaluate **strengths and weaknesses of performance management and/or reward management processes** of the selected organisation. You are encouraged to compare performance management and/or reward management processes of different organisations to support your findings.

3) Provide **recommendations for any changes** and revisions of the current performance and/or reward management process of the selected organisation and propose an alternative process. In your recommendations, you should consider non-monetary rewards and other relevant employee benefits.

Incorporate a minimum of eight (8) recent (2015-2024) peer-reviewed journal articles to justify your arguments.

Important: Before commencing this task, carefully read the detailed assessment task and marking rubric available on the unit Moodle site.

Assessment Due Date
Week 6 Friday (19 Apr 2024) 11:59 pm AEST

Return Date to Students
Week 8 Friday (3 May 2024)

Weighting
50%

Assessment Criteria
Your presentation will be assessed on the extent to which it meets each of the following criteria:

- **Introduction (10%) -** Introduction of the task and issues
- **Analysis and application of knowledge (25%)** - Critical analysis and application of relevant knowledge. Use of at least 8 recent peer-reviewed journal articles throughout the presentation.
- **Conclusion and recommendations (15%)** - Clarity and conciseness of conclusion and the appropriate evidence-based recommendations.
- **References (10%)** - Appropriate use of APA referencing to justify your points in the text and provide a 'References' list. Consistent use of APA style of referencing.
- **Presentation delivery (20%)** - Clear articulation and engaging presentation of ideas within the timeframe. Demonstrates professionalism. Appropriate voice tone and body language during the presentation.
- **Visual Aids (20%)** - Competent and appropriate use of visual aids. Professional use of PowerPoint features such as font size, font colours, schematic diagrams and tables. Followed the assessment guidelines regarding the use of the PowerPoint voice-over or similar type of software for the presentation.

Penalties for late submissions are applied according to CQUniversity policy [-5%× 50 = -2.5 marks per day for every day the assessment is late. A late penalty is deducted from the total marks obtained by the student.]

Important: Plagiarism and academic misconduct are taken very seriously. Such incidents will be reported and may result in a "zero" mark.

Referencing Style

- [American Psychological Association 7th Edition (APA 7th edition)](#)

Submission
Online

Learning Outcomes Assessed

- Describe the major concepts, theories and techniques concerned with the way in which organisations manage their people
- Outline the key approaches to identifying and assessing employee and organisational performance
- Identify the important relationship between an organisation's performance management system and human resource management
- Explain the major reward practices and their implications in performance management
- Apply effective techniques to plan, develop, and use elements of a performance management system.

2 WRITTEN PORTFOLIO

Assessment Type
Portfolio

Task Description
This assessment requires students to prepare a portfolio. A portfolio can be seen as both a product and a process:

As a product, it holds the work records and documents you have produced during the unit and represents an edited collection of your learning achievements.

As a process, it enables you to monitor your learning systematically, reflect on your learning performance, present a coherent account of your achievements and obtain feedback on your learning.

This individual assessment task should be 2000 words (+/- 10%) and account for 50% of the marks for this unit. The portfolio comprises six (6) parts.

Part 1 - Short Answer Question (500 words) - Significance of Performance and reward management - Critically discuss the significance of performance and reward management systems to organisations today.

Part 2 – Performance review meeting and feedback note (500 words) – Conduct a performance review meeting with a person known to you who is employed as a graduate employee and based on the review meeting, write feedback for him/her.

Part 3 – Employee benefit plan (500 words) - Assuming that you are an HR manager of a local telecom organisation, prepare an employee benefit plan for a sales force or customer service or a similar position in an organisation. You need to justify the mix of four benefits categories.

Part 4 – Performance-related pay options (500 words) – Suggest and justify the performance-related pay options for the same job position you have used in Part 3 above.

Part 5 - References (not included in the word count) - Integrate a minimum of eight (8) recent peer-reviewed scholarly references. These references are to back up your analysis provided in different parts.

Part 6 - Appendices (not included in the word count) - You should include the following appendices: (a) a performance review performa used in Part 2 above, and (b) a copy of the position description referred to in Part 3 and 4 above.

Important: Before commencing this task, carefully read the detailed assessment task and marking rubric available on the unit Moodle site.

Assessment Due Date
Week 12 Friday (31 May 2024) 11:59 pm AEST

Return Date to Students
Exam Week Friday (14 June 2024)

Weighting
50%

Assessment Criteria
Your portfolio will be assessed on the extent to which it meets each of the following criteria:

- **Analysis and Justifications (30%) -** Critical analysis and an integrated and well-developed argument to respond to all parts of the assessment task.
- **Integration of theory and literature (30%) -** Integration of relevant theory, concepts, models, and frameworks.
- **Research (20%)** - Demonstration of extensive research and understanding of the relevant material. Integrates a minimum of eight (8) peer-reviewed scholarly journal articles published in the last 10 years (2015 - 2024) (less than the minimum is not eligible for a pass in this section).
- **Presentation, referencing, organisation, structure, communication (20%) -** Following the recommended format, structure and presentation. Consistent use of APA style of referencing. Correct spelling, expression, grammar and use of language.

Penalties for late submissions are applied according to CQ University policy [-5% × 50 = -2.50 marks per day for every day the assessment is late. A late penalty is deducted from the total marks obtained by the student.]

Important: Plagiarism and other forms of academic misconduct are taken very seriously. Such incidents will be reported and may result in a "zero" mark.

Referencing Style

- [American Psychological Association 7th Edition (APA 7th edition)](#)

Submission
Online

Learning Outcomes Assessed

- Describe the major concepts, theories and techniques concerned with the way in which organisations manage their people
- Outline the key approaches to identifying and assessing employee and organisational performance
- Identify the important relationship between an organisation's performance management system and human resource management

- Explain the major reward practices and their implications in performance management
- Apply effective techniques to plan, develop, and use elements of a performance management system.

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the **Student Academic Integrity Policy and Procedure**. This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?
A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?
A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?
For academic advice and guidance, the Academic Learning Centre (ALC) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?

Be Honest
If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

Seek Help
If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

Produce Original Work
Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem