



# HRMT19012 Performance Management

## Term 1 - 2023

Profile information current as at 26/04/2024 02:01 am

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 - 2023

- 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. **Written Assessment**

Weighting: 50%

#### 2. **Practical and Written Assessment**

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 SUTE data, qualitative comments and conversation in workshops and emails.

#### **Feedback**

Students especially appreciated the useful knowledge and skills gained from the unit resources and assessment tasks. The unit received great feedback from students with 100 percent overall satisfaction in last two years and high scores in all criteria. However, the unit and assessment 1 requirements were not clear to some students especially during the earlier weeks.

#### **Recommendation**

Keep the assessments, resources and text book updated, contemporary and authentic to the industry and skills. Include an additional video with the welcome message in Moodle at least one week before the term starts to explain the overall unit and assessment requirements.

## 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.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### 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					

### Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Written Assessment - 50%	•	•	•	•		•	•	•		
2 - Practical and Written Assessment - 50%	•	•	•	•		•	•	•		

## 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

#### Additional Textbook Information

Both paper and eBook versions can be purchased at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)

[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](mailto:a.ullah2@cqu.edu.au)

## Schedule

### Week 1 - 06 Mar 2023

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

### Week 2 - 13 Mar 2023

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

### Week 3 - 20 Mar 2023

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

### Week 4 - 27 Mar 2023

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

#### Week 5 - 03 Apr 2023

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

#### Vacation Week - 10 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
	No reading	

#### Week 6 - 17 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Base pay	Chapter 6 of the textbook	

#### Week 7 - 24 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Employee benefits	Chapter 7 of the textbook	<b>Academic Essay (Individual)</b> Due: Week 7 Monday (24 Apr 2023) 9:00 am AEST

#### Week 8 - 01 May 2023

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

#### Week 9 - 08 May 2023

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

#### Week 10 - 15 May 2023

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

#### Week 11 - 22 May 2023

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

#### Week 12 - 29 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
New horizons in performance and reward management	Chapter 12 of the textbook	<b>Business Report (Individual)</b> Due: Week 12 Monday (29 May 2023) 9:00 am AEST

#### Review/Exam Week - 05 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic
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#### Exam Week - 12 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic
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## Assessment Tasks

### 1 Academic Essay (Individual)

#### Assessment Type

Written Assessment

## Task Description

**Length: 2000 words** (Excluding the reference list; You are *not* required to use any table, chart, or figure for the essay)

The purpose of this individual assessment task is to help you understand critical issues in relation to performance management of employees in Australia. Through engaging in this task, you will develop academic skills in communication, problem solving, critical thinking, and information literacy at a graduate level.

## Description

'Quiet quitting' is a recent trend in Australia (see Australian expert reveals the truth about quiet quitting trend), that may have an effect on work-life balance, performance and reward management of employees, and organisational performance.

Based on the above context, select any industry in Australia and write an essay that addresses the following questions/tasks. Use relevant academic references to support your discussion.

1. Draw on one or two theories from the first six topics of this unit. Identify potential issues in relation to performance management and reward management processes that might influence the 'quiet quitting' trend.
2. Choose a position either for or against the quiet quitting trend. Identify a relevant individual performance management system or process in relation to the trend and your selected industry. Discuss ways to address the trend according to your position (either for or against).
3. Discuss the UN Sustainable Development Goal 8 (Decent work and economic growth), by proposing strategies or approaches, that organisations can use to manage employee performance and work-life balance.

Please consult *the marking rubric* and all other guidance for this assessment on Moodle before commencing this assessment.

## Assessment Due Date

Week 7 Monday (24 Apr 2023) 9:00 am AEST

Written assignment must be uploaded in Word format such as a .doc or .docx file on the unit Moodle. Submission via email is not accepted.

## Return Date to Students

As per the CQU policy, marks and feedback will be returned in 10 working days from the date of submission for on-time submissions.

## Weighting

50%

## Assessment Criteria

**A full marking rubric will be available on the unit Moodle site. The following criteria will be the basis of this rubric:**

- 1. Knowledge** - Demonstrates an understanding of concepts and theories relevant to the unit throughout the essay. (15 marks)
- 2. Analysis** - Demonstrates the ability to critically analyse, synthesise, and apply relevant concepts and theories in performance management throughout the essay. (15 marks)
- 3. Research** - Demonstrate the ability to use relevant and high-quality research with at least six (6) recent (post-2013) peer-reviewed journal articles to support your arguments. (10 marks)
- 4. Written communication** - Demonstrates the ability to use an appropriate structure of the essay (with Introduction, Body, and Conclusion), appropriate conventions of academic writing (i.e., grammar, punctuation, and spelling), and to meet the required length of the essay. (5 marks)
- 5. Referencing** - Demonstrates a correct application of the APA referencing style, both in in-text citations and in the reference list. (5 marks)

**Late submission:** Penalties for late submission are applied according to the policy (- 5% per day).

### Referencing Style

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

### Submission

Online

### Submission Instructions

Written Assessment must be uploaded in Word format as a .doc or .docx file.

### Learning Outcomes Assessed

- Describe the major concepts, theories and techniques concerned with the way in which organisations manage their people
- Explain the major reward practices and their implications in performance management

### Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

## 2 Business Report (Individual)

### Assessment Type

Practical and Written Assessment

### Task Description

**Length: 2000 words** (Excluding the reference list and/or Appendix)

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.

### Description

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. You are required to write a business report that responds 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.

Please consult *the marking rubric* and all other guidance on this assessment on Moodle before commencing this assessment.



**Assessment Due Date**

Week 12 Monday (29 May 2023) 9:00 am AEST

Written assignment must be uploaded in Word format such as a .doc or .docx file on the unit Moodle. Submission via email is not accepted.

**Return Date to Students**

As per the CQU policy, marks and feedback for this task will be made available to students on the Confirmation of Grades date.

**Weighting**

50%

**Assessment Criteria**

**A full marking rubric will be available on the unit Moodle site. The following criteria will be the basis of this rubric:**

**1. Knowledge** - Demonstrates your understanding of reward practices and performance management outcomes in assessing employee and organisational performance. (15 marks)

**2. Analysis and Recommendations** - Demonstrates the ability to critically evaluate, and recommend relevant approaches to assess the strategic benefit of a performance system on employees and the organisation in the relevant job context. (15 marks)

**3. Research** - Demonstrate the ability to use relevant and high-quality research with at least ten (10) recent (post-2013) peer-reviewed journal articles to support your argument. (10 marks)

**4. Written communication** - Demonstrates the ability to use an appropriate structure of the report, appropriate conventions of academic writing (i.e., grammar, punctuation, and spelling), and to meet the length requirement of the report. (5 marks)

**5. Referencing** - Demonstrates a correct application of the APA referencing style, both in in-text citations and in the reference list. (5 marks)

**Late submission:** Penalties for late submission are applied according to the policy (- 5% per day).

**Referencing Style**

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

**Submission**

Online

**Learning Outcomes Assessed**

- 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
- Apply effective techniques to plan, develop, and use elements of a performance management system.

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

## 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