

<b>DEREE COLLEGE SYLLABUS FOR: MG 4151 MANAGING PERFORMANCE AND REWARDS</b>							
(Updated Fall 2021)	<b>UK LEVEL: 6</b> <b>UK CREDITS: 15</b> <b>US CREDITS: 3/0/3</b>						
<b>PREREQUISITES:</b>	MG 2003 Management Principles <b>or</b> MG 2014 Introduction to HRM						
<b>CATALOG DESCRIPTION:</b>	Compensation principles and strategy to achieve organizational effectiveness through job evaluation methods, salary surveys, creation of the wage structure, performance management, and the administration of compensation and benefits programs.						
<b>RATIONALE:</b>	Compensation should be fair, equitable, comply with legal, social and individual needs, and serve the overall business strategy. This course examines the techniques used to achieve internal wage equity, external salary competitiveness and individual/team effort recognition, through job evaluation, salary surveys and performance management. It provides the student with knowledge and insight into wage and benefits administration, for the purpose of achieving employee motivation and fulfilling the organization's strategic goals. It is a basic, distinct and indispensable function of human resource management.						
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> <li>1. Analyze the various forms of pay and evaluate the strategic contribution of reward management to organizational effectiveness.</li> <li>2. Analyze the policies of internal alignment, external competitiveness, employee contributions as well as the pay techniques and assess how they affect the creation of fair and equitable pay structures and systems.</li> <li>3. Synthesize and apply knowledge in human resource reward systems to contemporary organizations.</li> </ol>						
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the teaching and learning strategy of the college, the following tools are used: <ul style="list-style-type: none"> <li>➤ Classes consist of lectures, case studies, experiential exercises, and in-class discussion of related material.</li> <li>➤ Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.</li> <li>➤ Use of Blackboard, where instructors post lecture notes, online quizzes assignment instructions, required readings, timely announcements, as well as additional resources.</li> </ul>						
<b>ASSESSMENT:</b>	<p><b>Summative:</b></p> <table border="1" style="width: 100%;"> <tr> <td><b>First assessment</b> Written project; Individual; 2,300 – 2,700</td> <td style="text-align: center;"><b>60%</b></td> </tr> <tr> <td><b>Final assessment</b> Final examination (2-hour, essay-type)</td> <td style="text-align: center;"><b>40%</b></td> </tr> </table> <p><b>Formative:</b></p> <table border="1" style="width: 100%;"> <tr> <td>Case studies, experiential exercises, and articles reviews</td> <td style="text-align: center;"><b>0%</b></td> </tr> </table>	<b>First assessment</b> Written project; Individual; 2,300 – 2,700	<b>60%</b>	<b>Final assessment</b> Final examination (2-hour, essay-type)	<b>40%</b>	Case studies, experiential exercises, and articles reviews	<b>0%</b>
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Case studies, experiential exercises, and articles reviews	<b>0%</b>						

	<p>The formative assessments aim to prepare students for the project and for the examination. The written project tests Learning Outcome 3. The final examination tests Learning Outcomes 1 and 2.</p> <p>Students are required to resit failed assessments in this module.</p>
<p><b>INDICATIVE READING:</b></p>	<p><b>REQUIRED READING:</b></p> <p>Newman, J.M., Gerhart B. &amp; Milkovich, G.T., (2015). Compensation. McGraw-Hill, International Edition, 12th (or latest) Edition.</p>
	<p><b>RECOMMENDED READING:</b></p> <p><b>BOOKS:</b></p> <p>Bergmann, T. J. and V.G. Scarpello (2002). Compensation Decision Making. South-Western Thomson Learning, 4th edition.</p> <p><b>ARTICLES:</b></p> <p>Benefits. Benefits Quarterly, 30(2), 8-14.</p> <p>Kovacs, R. J., Powell-Jackson, T., Kristensen, S. R., Singh, N., &amp; Borghi, J. (2020). How are pay-for-performance schemes in healthcare designed in low- and middle-income countries? Typology and systematic literature review. BMC Health Services Research, 20(1), 1–14. <a href="https://doi-org.acg.idm.oclc.org/10.1186/s12913-020-05075-y">https://doi-org.acg.idm.oclc.org/10.1186/s12913-020-05075-y</a></p> <p>Purushotham, D. P. (2009). Compensation and Benefits: Theory to Practice. Proceedings of the Northeast Business &amp; Economics Association, 177-179.</p> <p>Ugarte, SM, Rubery, J. (2021). Gender pay equity: Exploring the impact of formal, consistent and transparent human resource management practices and information. Human Resource Management Journal; 31: 242–258. <a href="https://doi.org/10.1111/1748-8583.12296">https://doi.org/10.1111/1748-8583.12296</a></p> <p>Yang, Y., Syam, N., &amp; Hess, J. (2013). Thrill of victory and agony of defeat: Emotional rewards and sales force compensation. Quantitative Marketing &amp; Economics, 11(4), 379-402. doi:10.1007/s11129-013-9138-y</p> <p>Benefits and Compensation Roadmap. (2014). Workforce, 93(9), 28-31.</p> <p>Boyd, B. K., &amp; Salamin, A. (2001). Strategic Reward Systems: A Contingency Model of Pay System Design. Strategic Management Journal, 22(8), 777. doi:10.1002/smj.170</p> <p>Caza, A., McCarter, M.W. &amp; Northcraft, G. B. (2015). Performance benefits of reward choice: a procedural justice perspective. Human Resource Management Journal, 25(2), 184-199.</p> <p>Garbers, Y., &amp; Konradt, U. (2014). The effect of financial incentives on performance: A quantitative review of individual and team-based financial incentives. Journal of Occupational &amp; Organizational Psychology, 87(1), 102-137. doi:10.1111/joop.12039</p> <p>Gross, S. E., &amp; Friedman, H. M. (2004). Creating an Effective Total Reward Strategy: Holistic Approach Better Supports Business Success.</p>

	<p>Benefits Quarterly, 20(3), 7-12.</p> <p>Howe, N. (2014). How the Millennial Generation Is Transforming Employee</p> <p>Murphy KR. Performance evaluation will not die, but it should. (2020). Human Resource Management Journal; 30:13–331. <a href="https://doi.org/10.1111/1748-8583.12259">https://doi.org/10.1111/1748-8583.12259</a></p>
<b>COMMUNICATION REQUIREMENTS:</b>	Use of appropriate academic conventions as applicable in oral and written communications.
<b>SOFTWARE REQUIREMENTS:</b>	MS Office
<b>WWW RESOURCES:</b>	<p><a href="http://www.bls.gov">www.bls.gov</a></p> <p><a href="http://www.dol.gov">www.dol.gov</a></p> <p><a href="http://www.eeoc.gov">www.eeoc.gov</a></p> <p><a href="http://www.shrm.org">www.shrm.org</a></p> <p><a href="http://www.eurofound.europa.eu/observatories/eurwork">www.eurofound.europa.eu/observatories/eurwork</a></p> <p><a href="http://www.omed.gr">www.omed.gr</a></p> <p><a href="http://www.kornferry.com/">www.kornferry.com/</a></p> <p><a href="http://www.kpmg.gr">www.kpmg.gr</a></p>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. The Pay Model: Policies, Techniques and Objectives.</li> <li>2. Forms of Pay.</li> <li>3. Strategic perspectives</li> <li>4. Internal Alignment and Pay Structure</li> <li>5. External Competitiveness and Pay Level</li> <li>6. Employee Contributions and Individual Pay:</li> <li>7. Performance Management</li> <li>8. Pay-for-Performance Plans</li> <li>9. Employee Benefits: Benefits Determination and Benefits Options</li> <li>10. Compensation of Special Groups</li> <li>11. Elements of International Pay Systems, Legal Issues, and the Union Role in Wage and Salary Administration</li> <li>12. Managing the Reward System</li> </ol>