



Module Specification

Managing Reward

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Part 1: Information

Module title: Managing Reward

Module code: UMPDTK-15-M

Level: Level 7

For implementation from: 2021-22

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Frenchay Campus

Field: Human Resource Management

Module type: Standard

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Reward management is an important topic within human resource management and is recognised by the CIPD as a key area of study. The module is underpinned by current debates in reward management, drawing upon theory and practice. The aims of the module are to develop the knowledge, understanding and skills of future HR practitioners across a broad range of reward issues.

The module considers the strategic role of reward processes in developing

organisational reward policies and practices, promoting flexibility and innovation. The module covers reward theories and practices through an analysis of 'new pay', different approaches to rewarding performance at the individual, team and organisational level, reward and diversity (equal pay and job evaluation), the case of 'special groups', the role of international reward and the role of benefits and non-financial reward in total rewards. In addition, the module aims to enable students to design, implement, maintain and evaluate reward management systems, with regard to professional standards and best practice, on the basis of an accurate diagnosis of an organisation's needs. It is intended for students who wish to build on insights gained in the HRM core module.

Features: Not applicable

Educational aims: The analysis and evaluation of theories of reward and concepts which contribute to the design of a flexible and cost-effective reward strategy.

Identification of labour market trends, including flexible working practices and their impact on the management of rewards.

Understanding and analysis of the impact of National Minimum Wage legislation on the position of the low paid and on organisational wage practices, including the 'Living Wage' concept.

Understanding the issues related to executive pay, including performance and regulation.

Critical evaluation of the concept of diversity as it applies to reward. Understanding the processes by which discriminatory practices (i.e. on the basis of sex, race/ethnicity, age, sexual orientation) can be found in pay structures. The ability to recommend ways of creating reward schemes free of bias, ways of conducting equal pay audits and advise on other methods of eliminating discrimination.

Evaluation of the impact of globalisation and internationalisation on the design of reward packages, for example, the different systems of pay determination and how fairness may be maintained across international boundaries.

Understand the management of change when introducing or modifying elements of the reward system and the communication and management processes required.

Identification of the concept and relevance of intrinsic (i.e. non-financial reward) and understand its application within appropriate workplace contexts. In addition, the educational experience will explore, develop and practise (but not formally discretely assess) the development of the analytical skills necessary in influencing the setting of rewards.

An examination of the link between organisational and employee performance on the management of reward.

The development of team working and communication skills relevant to achieving organisational goals, and problem-solving in relation to managing reward in organisations.

Outline syllabus: Theoretical approaches to pay and reward and how they relate to the management of reward in practice.

Transparency and organisational justice in reward management.

Systems for determining pay, including the advantages and disadvantages of traditional pay systems and 'new pay' systems.

International reward management, the impact of globalisation and internationalisation on approaches to reward packages, examination of issues and options and advantages and disadvantages.

Labour market trends, including the impact of flexible working patterns on reward management and the reward package.

Executive and senior management pay with especial reference to issues of performance, equity, regulation and new approaches.

Disparities in rewards and the implications for HRM: the National Minimum Wage (NMW) low pay and its impact on organisations.

Problems of applying rewards in the context of pay equality, job evaluation and managing diversity.

The role of financial and non-financial rewards and benefits in a 'total reward' approach.

The advantages and disadvantages of different performance-related pay schemes from the perspectives of employers, line managers, trade union and employees.

Part 3: Teaching and learning methods

Teaching and learning methods: Teaching for this module comprises formal lectures supported by a range of participative activities including discussion of set essential reading in relation to assessment, small group activities and case studies. Peer learning will be encouraged through activities designed to enable students to share experiences. Critical discussion of the lecture and reading materials will be expected and encouraged. A high level of discussion and participation will be expected from students during taught sessions. Students are expected to demonstrate in their assessed work that they have drawn from the learning activities and discussions in taught sessions.

Module Learning outcomes:

MO1 Critically evaluate the different elements and functions of organisational reward structures.

MO2 Critically analyse the strategic aims of different reward structures.

MO3 Analyse and evaluate external and internal factors that influence the design of a flexible and cost effective reward strategy/policy.

MO4 Apply conceptual and theoretical models of pay and reward to a wide range of reward management practice.

MO5 Apply relevant empirical academic research literature to their analysis

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 hours

Total = 150

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link

<https://ri.talis.com/3/uwe/lists/D0176CEB-6898-7D1E-12AA-22E0A3698326.html?lang=en-GB&login=1>

Part 4: Assessment

Assessment strategy: The assessment for this module is an on-line examination which requires students to answer a selection of questions. The questions are based on topics covered throughout the module and are designed to encourage students to use learning across lectures, tutorial exercises/case studies and recommended reading.

Assessment components:

Examination (Online) - Component A (First Sit)

Description: An open-book, on-line examination where students are required to answer a selection of questions on the topics covered in the module.

Weighting: 100 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

Examination (Online) - Component A (Resit)

Description: An open-book, on-line examination where students are required to answer a selection of questions on the topics covered in the module.

Weighting: 100 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Human Resource Management (International) [Sep][FT][Frenchay][1yr] MSc 2021-22

Human Resource Management [Sep][FT][Frenchay][1yr] MSc 2021-22