

BHM347 ASSESSMENT, PERFORMANCE AND REWARD

Academic Year 2013/14

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

Staff Member Responsible for the Module:

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Pre-requisites for the module:

None

Mode of Attendance:

On Campus

Module Objectives and Learning Outcomes:

This module examines two key activities of Human Resource and Work Psychology Practitioners:

- > Recruitment and Selection (including Selection Assessment)

- > Performance Measurement Management and reward.

The module aims to provide a solid theoretical foundation for these activities as well as facilitating the development of practical skills.

By the end of this module, students will be able to:

1. Understand the role of measurement and assessment in organizations.
2. Appreciate the psychological, psychometric, and HRM rationale for organisational measurement.
3. Understand recruitment, selection and performance management as a relationship building longitudinal process with multiple decision points.
4. Apply and interpret job analysis, competency analysis and job evaluation.
5. Describe and critically evaluate methods of assessment: screening tools, interviewing, psychometric testing, assessment, development centres, and emergent new approaches.
6. Describe and critically evaluate principles, practices and models of performance and reward management.
7. Demonstrate essential technical, problem-solving, and people management skills in the areas of assessment, selection and performance management.

Main Programme Objectives Covered:

- > MSc HRMB: A4, A5, B2, C3, D3, D9
- > MSc W/OPB: A2, A11, B2, C2, D1, D2, D3, D4
- > MSc OB: A4, B2, C2, D1, D2, D3, D4

Module Content:

- Week 1:** Introduction to the Module
The Strategic Context of Recruitment
- Week 2:** Procedures of Recruitment and Screening
Selection Assessment 1
- Week 3:** Selection Assessment 2
Recruitment and Selection in Practice: Issues and Challenges
- Week 4:** Informational foundations: Job analysis and performance evaluation
- Week 5:** Motivation, performance management and reward

During weeks 6 to 8 the HRMB students will be taught separately from the WPB/OPB/OB students to ensure more professionally appropriate content

Week 6: WPB/OPB/OB: Psychometric Tests: Design and Application
HRMB: Linking Performance and Reward

Week 7: WPB/OPB/OB: Selection Assessment: Advanced Theory and Practice
HRMB: Organisational considerations of performance management

Week 8: WPB/OPB/OB: Performance Measurement
HRMB: Practical application of performance management

Week 9: Review and revision

Week 10: Examination

The module begins by considering the foundations and rationale for people assessment in organisations, and the main applications of assessment: recruitment and selection, performance management and reward allocation. The module outlines both the conceptual and practical foundations of assessment and the informational bases of assessment (job analysis and evaluation) Within the topic area of recruitment and selection, techniques of assessment are introduced and evaluated, and social and ethical issues considered. Performance management and reward allocation are subsequently explored, setting both the context and foundations of performance assessment, development and reward management. From week 6, the module splits to permit groups to specialize in their particular professional requirements. HRMB students spend Weeks 6-8 focusing on performance and reward, understanding the strategic and practical application of performance and reward systems. WPB, OPB, and OB students focus on the advanced technical issues of psychometric assessment (design and evaluation), selection assessment, and performance measurement.

Corporate Connections:

Module content will draw on case examples of applying assessment and managing performance in organisations in the UK and internationally.

International Dimensions:

International perspectives on best practice in selection and assessment, and performance management, along with national variations in reward policy and strategy are considered in the module. A discussion of international legal environment for selection informs understanding of ethical issues.

Contribution of Research:

The module draws on the lecturers' research in the areas of selection (SW) and performance management (AD). The group work also involves HRMB students conducting relevant desk research, and W/OPB students collecting some primary data.

Ethics, Responsibility & Sustainability:

Social sustainability and ethical perspectives on selection and assessment are covered on the module, including coverage of the social implications of recruitment policy. Ethical perspectives on pay and reward are also covered, including financial sustainability. Responsible and best practice perspectives on recruitment, performance management and assessment are also emphasized.

Method of Teaching:

The course will include lectures, group work, case studies, critical reading, discussion, and practical activities.

There will also be a one day skills workshop that will focus on the development of practical HR skills around assessment and selection – a particular focus will be given to the contexts of performance appraisal and recruitment.

Method of Assessment and Feedback:

1. Examinations (80%)

Examination questions are written so as to test for understanding and critical evaluation, as is stated in the learning outcomes (Points 1-6). (80% of module mark)

2. Group Activity (20%)

An assessed group activity is also used to reflect the Course-specific specialist content in Weeks 6-8 (Point 7 in the learning outcomes/objectives). (20% of module mark). Performance in the skills activities in the workshop will form a part of the assessment of this task for HRMB students.

3. Workshop Skills Portfolio (Pass/Fail)

The portfolio will contain a combination of on-day assessed activities (e.g. worksheets, observations, evaluations) and an individual reflection on learning from the module and the skills workshop. It will be submitted with the coursework assignment.

This will be assessed as pass/fail. Satisfactory completion of the portfolio will be a prerequisite for receiving a grade on the module.

Learning Hours:

Pre-reading	25
Contact Hours	27
Class/Workshop preparation	17
Directed Learning (Group Work & Reading)	30
Private Study/Assessment preparation	45
Workshop	6
Total	150

Pre-reading:

HRMB students should read either

Armstrong, M. (2009) Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. London, Kogan Page.

Or

Aguinis H. (2013) Performance management New International Edition New Jersey, Pearson.

WPB, OPB, OB students should read:

Woods, S. A. & West, M. A. (2010) The Psychology of Work and Organizations. CENGAGE. (Chapters 3, 5, 6, and 8 are all highly relevant).

Or

Searle, R. H. (2003) Selection and recruitment: a critical text. Milton Keynes, Open University Press.

The following readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake further background reading in addition to that indicated above before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.

Essential Reading:

The resource pack will include essential reading that will provide an understanding of the theoretical, empirical and practical issues in the area. This will be supplemented by the lectures and class discussions.

Assigned readings from the following sources will also be set:

Searle, R. H. (2003) Selection and recruitment: a critical text. Milton Keynes, Open University Press.

Armstrong, M. (2009) Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. London, Kogan Page.

Indicative Bibliography:

Core readings are identified each week along with recommended readings that supplement the core material, and allow self-directed development in particular areas. In addition, the following sources are useful general resources:

CIPD (2006) International Recruitment, Selection and Assessment. London, CIPD.

Cook, M. (2003) Personnel Selection: Adding value through people (4th edn.) Chichester, Wiley

Roberts, G. (2005) Recruitment and selection. London, CIPD. (although ignore the irresponsible chapter on Graphology!)

Armstrong, M. (2010) Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward. London, Kogan Page.

Marchington, M. & Wilkinson A. (2008) Human Resource Management at Work: People Management and Development . CIPD, 4th Edition. London, CIPD.

Milkovich, G. T, Newman, J. M & Gerhart, B. (2011) Compensation (10th Edition. New York, McGraw-Hill

Thorpe, R. & Homan, G. (2000) Strategic Reward Systems. London, FT Prentice Hall

White, G. & Drucker, J. (2009) Reward management: A critical Text (2nd Edition) Abingdon, Routledge.

Woods, SA. & West, MA. (2010) The Psychology of Work and Organizations. Hampshire, Cengage.

Recommended Journals:

Journal of Applied Psychology
Personnel Psychology
International Journal of Selection and Assessment
Journal of Occupational and Organizational Psychology
International Journal of HRM
Personnel Review
Human Performance