IB9TL-15 Managing Pay, Performance and Rewards

26/27

Department
Warwick Business School
Level
Taught Postgraduate Level
Module leader
Achim Krausert
Credit value
15
Module duration
9 weeks
Assessment
100% coursework
Study location
University of Warwick main campus, Coventry

Description

Introductory description

Managing Pay, Performance and Rewards examines how organisations design and implement reward systems that support strategic objectives, motivate employees and promote fairness. The module explores the principles and practices of pay management, including job evaluation, pay structures, incentive schemes and the use of variable and performance-related pay. Students will evaluate how performance management processes—such as appraisal, goal-setting and feedback—interact with reward decisions, and will consider the behavioural, organisational and ethical implications of different approaches. Drawing on contemporary research and real-world cases, the module equips students with the analytical and practical skills needed to design reward systems that are legally compliant, cost-effective and aligned with both organisational performance and employee well-being.

Module aims

To develop an understanding of the strategic role of reward management and how pay, performance and recognition systems support organisational goals.

To examine key concepts, tools and techniques in pay management, including job evaluation, pay structures, market benchmarking and the use of variable pay.

To critically evaluate performance management systems—such as appraisal, feedback and goal -setting—and how they inform reward decisions.

To explore the behavioural, motivational and organisational impacts of different reward approaches, drawing on relevant theories and evidence.

To assess the ethical, legal and equity considerations involved in designing and delivering fair and transparent reward systems.

To equip students with practical skills for analysing reward issues and proposing evidence-based solutions to real organisational challenges.

To understand contemporary trends and debates in reward management, including total rewards, non-financial recognition, pay transparency and the role of data and technology.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Theoretical foundations of pay, performance management and rewards
Pay components and determinants
Performance management (foundations)
Performance management (advanced topics)
Financial and non-financial rewards
Pay, fairness and inequality
Special topics (e.g., pay transparency)
Executive pay
Strategic and international perspectives

Learning outcomes

By the end of the module, students should be able to:

- - Understand the strategic role of reward systems in supporting organisational goals and workforce behaviours.
- - Evaluate the strengths, weaknesses, and unintended consequences of performance management systems, including appraisal, feedback and goal-setting.
- - Understand contemporary debates around fairness, transparency, pay equity and ethical reward management.
- - Critically compare theoretical perspectives, identifying assumptions, limitations and implications for practice.
- - Synthesize diverse bodies of literature (economic, psychological, HRM, institutional) to form coherent arguments about pay and performance.
- - Construct persuasive, well-supported arguments grounded in theory and empirical

research.

Indicative reading list

Reading lists can be found in Talis

Research element

Students need to conduct (literature-based) research on various topics covered during the workshops, in preparation of the workshops and as part of the assignment (e.g., assignment questions may require students to interview a management practitioner about the topic under investigation).

Interdisciplinary

Topics such as executive pay, strategic pay & rewards and pay fairness overlap with fields such as strategy, corporate governance and sociology.

International

Session on strategic & international pay & rewards

Subject specific skills

- Diagnose reward and performance management problems in organisations using analytical frameworks and evidence.
- Design or critique reward strategies that align with organisational objectives, values and workforce needs.
- Develop evidence-based recommendations for improving pay and performance systems.

Transferable skills

- Communicate complex ideas about reward and performance to academic, managerial and practitioner audiences.
- Engage in informed debate on controversial topics (e.g., pay-for-performance, algorithmic performance evaluation).
- Reflect on ethical considerations, such as fairness, transparency and the employee experience.

Study

Study time

Type	Required
Lectures	9 sessions of 1 hour (6%)
Other activity	18 hours (12%)
Private study	49 hours (33%)
Assessment	74 hours (49%)
Total	150 hours

Private study description

Private study to include preparation for lectures/ seminars/ workshops [delete as applicable] and own reading'

Other activity description

9 x 2 hrs workshops F2F

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A

	Weighting	Study time	Eligible for self-certification
Assessment component			
Individual Assignment Individual Assignment 3000 words	100%	74 hours	Yes (extension)
Reassessment component is the same			

Feedback on assessment

The usual written feedback

Availability

Courses

This module is Optional for:

- Year 1 of TIBS-NI02 Business With Digital Strategy and Artificial Intelligence
- Year 1 of TIBS-N500 MSc in Marketing and Strategy
- Year 1 of TIBS-N1F5 Postgraduate Taught Business and Finance
- Year 1 of TIBS-N1F2 Postgraduate Taught Business with Consulting
- Year 1 of TIBS-N1F3 Postgraduate Taught Business with Marketing
- Year 1 of TIBS-N1QG Postgraduate Taught Business with Operations Management
- Year 1 of TIBS-N1F4 Postgraduate Taught International Business (MINT)
- TIBS-N2N3 Postgraduate Taught Management
    - Year 1 of N2N3 Management
    - Year 1 of N2N4 Management (Elite Sports Management)