

HCM553

End-of-Course Assessment - January Semester 2025

Performance Management and Total Rewards Strategy

INSTRUCTIONS TO STUDENTS:

1. This End-of-Course Assessment paper comprises **8** pages (including the cover page).
2. You are to include the following particulars in your submission: Course Code, Title of the ECA, SUSS PI No., Your Name, and Submission Date.
3. Late submission will be subjected to the marks deduction scheme. Please refer to the Student Handbook for details.

IMPORTANT NOTE

ECA Submission Deadline: Sunday, 02 February 2025 11:55 pm

ECA Submission Guidelines

Please follow the submission instructions stated below:

A. What Must Be Submitted

- *The ECA requires each student to submit a report for marking and grading.*
- *Please verify your submission after you have submitted the report.*

B. Submission Deadline and Mode of Submission

- *Compose your report using Microsoft Office Word, and save either as .doc or .docx (preferred).*
- *Deadline for Report: Please submit online via **Canvas** by **2 February 2025 (Sunday), 2355 hours.***
- *Multiple submissions are allowed before the deadline. After the deadline, one submission is allowed, only if there is no previous submission.*
- *After the 12-hour grace period, mark deduction will kick in, i.e. 10 marks of total ECA marks will be deducted for each 24-hour block, or part thereof that the submission was late. Submissions with more than 50 marks deducted because of late submission will be given a zero mark.*
- *Reports should be submitted in Word doc. format and document file should be named in this format - CourseCode_AssignmentCode_UserID_FullName. For example, ABC123_DISSERTATION_Sally001_TanMeiMeiSally (omit D/O, S/O). Use underscore and not space.*
- *Please ensure that your ECA submission is successful. Once you have submitted your ECA, you will receive a **Paper ID**. Paper ID is the **ONLY** proof of your submission, especially in the event of technical failure. To download a copy of your Paper ID, click on the "Digital Receipt" icon.*

C. Please Read This Information before You Start Working on your ECA

This ECA carries 40% of the course marks and is a compulsory component. It is to be done individually and not collaboratively with other students.

Submission

You are reminded that electronic transmission is not immediate. Hence, you are advised to submit your work no later than the day before the cut-off date in order to ensure that the submission is accepted and in good time. It is possible that the network traffic may be particularly heavy on the cut-off date and connections to the system cannot be guaranteed.

You should not jeopardise your course result by submitting your ECA at the last minute.

Plagiarism and Collusion

Plagiarism and collusion are forms of cheating and not acceptable in any form of a student's work, including this ECA. You are in effect taking work done by others or work done together with others and passing it off as your own. You can avoid plagiarism by giving appropriate references when you use some other people's ideas, words or pictures (including diagrams). Refer to the APA Manual if you need reminding about quoting and referencing. You can avoid collusion by ensuring that your submission is based on your own individual effort.


The electronic submission of your ECA will be screened by a plagiarism detecting software. For more information about plagiarism and cheating, you should refer to the Student Handbook (Section 5.2, paragraph 1.3). You are reminded that SUSS takes a tough stance against plagiarism or collusion. Serious cases will normally result in the student being referred to SUSS's Student Disciplinary Group. For other cases, significant marking penalties or expulsion from the course will be imposed.

Responsible Use of Generative AI

Please familiarise yourself with the University's policy regarding the responsible use of Generative AI. This can be found in the Academic Integrity Handbook. (<https://www.suss.edu.sg/docs/default-source/contentdoc/tlc/online-resources/academic-integrity.pdf>). Popular Generative AI tools include ChatGPT, Microsoft Copilot, Grammarly and Quillbot. These are not the only Generative AI tools available and the list of such tools continues to grow exponentially.

Please also be aware that the electronic submission of your ECA will also be screened for AI writing. If you use Generative AI as a source of reference for your ECA submission, you are expected to:

1. Declare that you have used Generative AI in your assignment.
2. Cite every instance of use of the Generative AI tool(s).
3. Provide a table detailing the name of the AI tool used, the approach to using the tool (e.g., what prompts were used), the full output provided by the tool, and which part of the output was adapted for the assignment.

SN	Purpose of Generative AI tool	Prompt	Full output	Output used in assignment
1.	e.g., to brainstorm ideas about the implications of AI in higher education	e.g., What are some implications of AI in higher education	e.g., 	e.g., I used all the ideas (all 7 points) to draft my assignment.

Please refer to the Academic Integrity Handbook for details on how to cite Generative AI tools as your source.

*It is important to note that declaring the use of Generative AI tools **does not** mean that you are allowed to “copy-and-paste” the outputs from these tools word-for-word (verbatim) into your ECA submission. This is simply another form of plagiarism.*

(Full marks: 100)

Section A (100 marks)

You must answer any 1 out of 2 questions in this section.

Answer all parts of each question.

The paper should not exceed 3500 words, excluding diagrams and charts.

Provide the necessary citations and references, drawing on industry best practices and market studies.

Question 1

You are the newly appointed head of the Rewards function in your organisation and have been tasked by your management to submit an annual rewards action plan comprising the review of the existing reward programs in your organisation and the proposal for the year ahead. This includes reviewing the competitive total cash pay analysis and a specific request by your management to review the variable bonus plan for both staff and management to bolster productivity and profitability. In addition, there is also a request to review and propose a recognition program directed at customer satisfaction and cost improvements.

The review should cover all existing reward programs relative to meeting the given objectives of the Company's total rewards strategy. The annual plan should include the quantum of the merit increment for the year to ensure competitive total cash pay for all employees, as well as any proposed changes or new programs to be considered. Provide the necessary justifications for the items in the rewards plan submitted, especially with regards to the new/revised variable pay and recognition program. It is important that your plan addresses and provide financial justifications (Returns On Investments/ROI) for the business objectives as well as the Employees Value Proposition (EVP) of the Company relative to the new and amended reward programs.

This reward plan should be based on a local or MNC (Multi-National Corp) company based in Singapore.

(100 marks)

Question 2

You are the newly appointed head of the Rewards function in IT Solutions Electronics (a local entity dealing with Info Tech outsourced and PC repair services) and are expected to submit an annual rewards plan comprising the review of the existing reward programs with the proposed action plans for the year ahead.

The review should cover all existing reward programs relative to meeting the given objectives of the Company's total rewards strategy. The proposed plans are meant to enhance the effectiveness of the reward programs to deliver the desired business goals for the Company. The annual plan should include the quantum of the merit increment for the year relative to the total cash pay competitiveness as well as any proposed changes or new programs to be considered. Provide the necessary justifications as well as cost impact for the items in the rewards plan submitted. Your plan must address meeting the business objectives as well as the Employees Value Proposition (EVP) of the company.

All relevant information on IT Solutions Electronics are given in appendix 1 and 2. You can provide any further information or assumptions deemed necessary. Please provide the additional information in an assumptions list.

(100 marks)

Appendix:

Appendix 1: Salary Details of IT Solutions Electronics:

Relevant information for ECA Q2.

Positions in the Company, IT Solutions Electronics, with employee population and (bench-marked) market pay of jobs from grade 1 to grade 8 and their average salaries in the Co.

Market variable pay for non-managerial jobs (gr1-5) is 2.5 months' pay; market bonus for managerial staff is 3.5 months; bonus for GM position in the market is 5 months.

IT Solutions Electronics Company variable bonus is 1 month for all non-managerial jobs (Gr1-5) and 3 months bonus for all managers and the GM (Gr6-8). AWS is 1 month of salary for all staff similar to market practice.

Table 1: Grades & Pay information (Both Company and Market adopt a 13X annual pay scheme)

Grade/Nbr of Staff	Typical Job Title	Average Pay per month (in Co)	Market Pay per month
1 / 60	Technician	2400	2600
1 / 2	Store-keeper	2200	2500
2 / 15	Senior Technician	2750	3200
2 / 2	Administrative Assistant	2900	2800
3 / 5	Technical Supervisor	3200	3450
3 / 1	Store supervisor	3300	3500
3 / 2	Executive Secretary	3600	3700
4/3	Senior Tech Supervisor,	4300	4600
4/4	Accountants	4500	4700
4/12	IT Sales & Software Engineers	5000	6000
4/2	HR officers	4400	4500
4/3	Supply Chain officer	4350	4500
5/7	Senior HR/SupplyChain	5700	6300
5/6	Senior Fin/Accountant	6000	6400
5/3	Senior IT (Engineer/Sales)	6700	7100
6/3	Managers (Fin, Supply Chain, HR)	7700	8000
6/4	IT Sales Mgr/IT Support Mgr	8300	9000
7/4	Dept Manager (All Functions)	11000	12500
8/1	General Manager	14700	15000

Total Employees: 139

Appendix 2: Other relevant information (for Q2)

IT Solutions Electronics deals with providing software, hardware and IT outsourced support for medium and small size companies in Singapore. They also provide repairs in computers (PCs & laptop) for major computer companies. They have a reputation for high quality, speed & service; Their technical repair teams have a 2 shift work teams in the service centre and off-site IT support teams; their sales revenue is more than S\$180M a year with their biggest expenses being payroll and electronic components

1. Management is concerned that staff pay is not sufficiently competitive. But they want a more performance based total cash option that will pay above market for higher contributions from employees.
2. Management is also concerned about pay for performance in the Co with performance management being a weakness based on employees' feedback survey. Evaluation accuracy has been criticised with little alignment to work performance or business goals especially with the yearly appraisal process.
3. There is also high turnover in the technical job (key positions like technicians & IT engs) at >30% p.a. well above the average mkt rate at 15%; main grouse cited was uncompetitive pay.
4. Benefits costs have been rising, especially on medical/dental reimbursements (all doctors and dental receipts are honored). Rising medical absences is also a concern. Employees are relatively pleased with the Co benefits on vacation and healthcare.
5. Employees highlight a lack of recognition for doing well with customers or at work (as in work processes and teamwork/collaboration with other staff)
6. Some key feedback in the recent employees engagement survey:
 - a. Lack of recognition for excellent work
 - b. Lack of communication from supervisors on work and performance
 - c. Inaccurate and sometimes disputed performance ratings
 - d. Stagnant career progress
 - e. Bonus payment is not attractive
 - f. Employees feel unappreciated with a very demanding and stressful workload (key comments from on-site Technicians and software engineers) contributing to high turnover for technical staff
 - g. Good benefits schedule and management seems caring and communicative.
 - h. Complaint of crowded work-spaces and lack of meeting rooms to meet and discuss work with their supervisors and customers.
 - i. Suggestions by staff for exercise areas and childcare services
7. Senior Management (GM & Dept Mgrs) additional feedback and concerns:
 - a. Rising benefits cost is a concern as in rising medical costs & absences.
 - b. Ratings on performance is based on normal distribution which seems unfair but Mgmt is unsure about other alternatives relative to fairness and cost impact.
 - c. Employees are not driven by performance, teamwork or customer interest
 - d. There is a lack of suggestions & efforts to improve or excel at work
8. Total Rewards Strategy is aimed to attract, retain and engage talents to achieve the business goals with excellence in innovation, service and speed in execution. The company desires excellent contributions. All staff shall be fairly rewarded and for those exceeding goals and expectations with above market salaries and incentives

----- END OF ECA PAPER -----