

# MGT6318: EMPLOYEE ENGAGEMENT AND PERFORMANCE

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## Effective Term

Semester B 2024/25

## Part I Course Overview

### Course Title

Employee Engagement and Performance

### Subject Code

MGT - Management

### Course Number

6318

### Academic Unit

Management (MGT)

### College/School

College of Business (CB)

### Course Duration

One Semester

### Credit Units

3

### Level

P5, P6 - Postgraduate Degree

### Medium of Instruction

English

### Medium of Assessment

English

### Prerequisites

Nil

### Precursors

MGT6311 Human Capital Management OR equivalent

### Equivalent Courses

Nil

### Exclusive Courses

MGT5316 Human Resources Management

## Part II Course Details

### Abstract

Students will have an overview and understanding of as well as insight on the principles, concepts and skills needed to engage employees and manage their performance by doing the following:

- Practicing the fundamental skills they need to engage, motivate, develop, and reward diverse workforces, including non-locals.
- Learning on how to structure performance management programs and systems to support and work in partnership with senior line managers to meet the human capital needs of their businesses.
- Analyzing and evaluating the challenges and complexities of implementing engagement and performance initiatives that are compliant with company objectives and legal standards.

### Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Apply fundamental skills to engage, motivate, develop and reward diverse workforces, including expatriates. [knowledge & understanding]	20	x	x	x
2	Demonstrate fundamental engagement and performance management skills (e.g., developing and implementing a coaching system) [application of concepts]	20	x	x	x
3	Identify and resolve issues in order to align individual employee performance with company objectives and standards [appraisal of evidence]	20	x	x	x
4	Apply critical analytical and evaluative skills in managing the legal, strategic, and operational complexities of managing employee performance [analysis & evaluation]	20	x	x	x
5	Work as a member of a team to effectively analyze prepare and present employee engagement and performance management cases	10	x	x	x
6	Explain clearly, concisely and convincingly, both in writing and verbally (with and without the aid of visual media), their ideas, insights, viewpoints and conclusions/recommendations by using analysis, synthesis and/or interpretation to combine appropriate concepts/models/principles with relevant evidence or cases/examples	10	x	x	x

#### A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

#### A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

#### A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

### Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Seminar	Students will engage in seminar that involve conceptual inputs on managing employee engagement and performance	1, 2, 3, 4, 5, 6	
2	Experiential exercises	Students will participate in cases, and skill practice: These activities will involve identification, diagnosis and implementation of fundamental skills related to managing employee engagement and performance and their development through practice	1, 2, 3, 4, 5, 6	
3	Peer discussion	Students will participate in groups to consolidate their learning by development and implementation of a solution to an employee engagement and performance management problem.	1, 2, 3, 4, 5, 6	

### Additional Information for LTAs

Teaching and learning will be in the form of seminars, with ideas, concepts, and frameworks introduced by the faculty member to stimulate discussion. There will be a lot of individual and group work inside and outside the classroom. In addition, the faculty member will act as a consultant to the project groups that will need to demonstrate their ability to develop solution for an employee engagement and performance management problem confronting a business.

### Assessment Tasks / Activities (ATs)

ATs		CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Class participation	1, 2, 3, 4, 5, 6	10	
2	Mid-term test	1, 2, 3, 4, 5, 6	20	
3	Group project	1, 2, 3, 4, 5, 6	40	

### Continuous Assessment (%)

70

### Examination (%)

30

### Examination Duration (Hours)

2

**Assessment Rubrics (AR)**

**Assessment Task**

Class Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Punctuality (25%)

**Excellent**

(A+, A, A-) Student is almost always punctual and attends full-time.

**Good**

(B+, B, B-) Student is frequently punctual and attends full-time.

**Fair**

(C+, C, C-) Student is occasionally late to class and/or leaves early.

**Marginal**

(D) Student is almost always late to class and/or leaves early.

**Failure**

(F) Student is always late to class and/or leaves early.

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**Assessment Task**

Class Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Knowledge Sharing (50%)

**Excellent**

(A+, A, A-) Student almost always contributes to class by offering ideas and asking questions more than once per class.

**Good**

(B+, B, B-) Student frequently contributes to class by offering ideas and asking questions once per class.

**Fair**

(C+, C, C-) Student occasionally contributes to class by offering ideas and asking questions.

**Marginal**

(D) Student almost never contributes to class by offering ideas and asking questions.

**Failure**

(F) Student never contributes to class by offering ideas and asking questions.

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**Assessment Task**

Class Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Behavior (25%)

**Excellent**

(A+, A, A-) Student almost always displays facilitative behavior during class.

**Good**

(B+, B, B-) Student frequently displays facilitative behavior during class

**Fair**

(C+, C, C-) Student occasionally displays disruptive or disturbing behavior during class.

**Marginal**

(D) Student almost always displays disruptive or disturbing behavior during class.

**Failure**

(F) Student always displays disruptive or disturbing behavior during class.

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**Assessment Task**

Case and/or Scenario Based Examinations (mid-term test and final examination) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Excellent**

(A+, A, A-) The analysis very clearly identifies problems. Excellent use of course content relevant to problem identification. Recognizes arguments and uses reasonable judgement. A holistic view of how various problems differ and relate to one another. Views information critically, synthesizes evidence and prioritizes problems. Solutions or recommendations very well justified.

**Good**

(B+, B, B-) The analysis clearly identifies problems. Good use of course content relevant to problem identification. Recognizes arguments. There is some discussion of differences and relationships between problems. Evaluates evidence and prioritizes problems. Solutions or recommendations well justified.

**Fair**

(C+, C, C-) Rudimentary problem identification with some relevant evidence. Some use of course content relevant to problem identification. Sees some arguments, identifies some differences and relationships between problems. Fair justification of solutions or recommendations.

**Marginal**

(D) The analysis does not clearly identify problems. Or, problems mentioned are partially based on the facts in the case/ scenario. Poor use of course content that might be relevant to problem identification. Sees some arguments but overlooks differences and relationships between problems. Weak justification of solutions or recommendations.

**Failure**

(F) The analysis does not identify any problems. Or, problems mentioned are not based on the facts in the case/ scenario. Very poor use of course content that might be relevant to problem identification. Sees no arguments, overlooks differences and relationships between problems, and fails to propose justifiable solutions or recommendations.

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**Assessment Task**

Essay Type Examination Questions (on mid-term test and final examination) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Excellent**

(A+, A, A-) Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

**Good**

(B+, B, B-) Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.

**Fair**

(C+, C, C-) Student who is profiting from the university experience; understanding of the subject; ability to develop solutions to simple problems in the material.

**Marginal**

(D) Sufficient familiarity with the subject matter to enable the student to progress.

**Failure**

(F) Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

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**Assessment Task**

Grading Group Project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Company background (10%)

**Excellent**

(A+, A, A-) Very strong evidence of using secondary data to introduce the company. The introduction has very good information value.

**Good**

(B+, B, B-) Strong evidence of using secondary data to introduce the company. The introduction has good information value.

**Fair**

(C+, C, C-) The introduction has poor information value. Some evidence of using secondary data to introduce the company but the introduction is limited in information value.

**Marginal**

(D) Weak evidence of using secondary data to introduce the company. The introduction has poor information value.

**Failure**

(F) Very weak evidence of using secondary data to introduce the company. The introduction has very poor information value.

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**Assessment Task**

Grading Group Project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Analysis and discussion (50%)

**Excellent**

(A+, A, A-) As in B, but with higher degree of discovery and originality and evidence of internalization into a personalized model of practice.

**Good**

(B+, B, B-) The evidence presents a good appreciation of the general thrust of the project. Good coverage of issues with relevant support. A clear view of how various aspects of the project integrate to form a whole. Good evidence of discovery and application of concepts to practice.

**Fair**

(C+, C, C-) The evidence is relevant and covers a fair number of issues. However, there is little evidence of an overall view of the project. Declarative understanding of a reasonable number of issues. Able to discuss issues meaningfully but with little discovery and integration.

**Marginal**

(D) Pieces of evidence are relevant, but are isolated, addressing a limited number of issues. Demonstration of understanding of issues in a minimally acceptable way. Poor coverage, no originality.

**Failure**

(F) Pieces of evidence are irrelevant and isolated, addressing a limited number of issues. Fails to demonstrate understanding of issues in a minimally acceptable way. Very poor coverage, no originality.

**Assessment Task**

Grading Group Project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Recommendations and justifications (30%)

**Excellent**

(A+, A, A-) Very strong justification of recommendations based on discovery and practice.

**Good**

(B+, B, B-) Strong justification of recommendations based on discovery and practice.

**Fair**

(C+, C, C-) Fair justification of recommendations based on discovery and practice.

**Marginal**

(D) Weak justification of recommendations based on discovery and practice.

**Failure**

(F) Very weak justification of recommendations based on discovery and practice.

**Assessment Task**

Grading Group Project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Search skills and writing format (10%)

**Excellent**

(A+, A, A-) As in B, but uses unusual references to bolster an original argument.

**Good**

(B+, B, B-) Comprehensive, showing care in researching the issue in library / internet, correct formatting.

**Fair**

(C+, C, C-) Evidence of some library / internet search skills; standard references in mostly correct formatting.

**Marginal**

(D) Little evidence of library / internet search skills, incorrect formatting.

**Failure**

(F) No evidence of library / internet search skills, incorrect formatting.

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**Assessment Task**

Class Participation (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Punctuality (25%)

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## Part III Other Information

**Keyword Syllabus**

Employee engagement; Identifying, interpreting, and applying key performance indicators. Aligning performance management systems. Coaching. Feedback. Appraising / evaluating employees. Expatriate management. Incentive and pay systems.

**Reading List**

**Compulsory Readings**

	Title
1	Aguinis H. (2013). Performance management (3rd ed.). New Jersey: Pearson Prentice-Hall.
2	Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage. John Wiley & Son.

**Additional Readings**

	Title
1	Armstrong, M. (2006). Performance management: Key strategies and practical guidelines (3rd ed.). London: Kogan Page.
2	Cascio, Wayne F., Boudreau, John W. (2008). Investing in people: Financial impact of human resource initiatives. Upper Saddle River, NJ: FT Press.
3	Cook, Sarah. (2008). The essential guide to employee engagement: Better business performance through staff satisfaction. Philadelphia: Kogan Page.
4	Dessler G., & Huat T. C. (2009). Human resource management: An Asian perspective (2nd ed.). Singapore: Prentice Hall.
5	Harvey, C., & Allard, M. J. (2002). Understanding and managing diversity. Upper Saddle River: Prentice-Hall.
6	Heneman, Robert L. (2002). Strategic reward management: Design, implementation, and evaluation. Greenwich Conn.: Information Age Pub.
7	Kenton, B., & Yarnall, J. (2005). HR - the business partner: Shaping a new direction. Boston: Elsevier.
8	Latham. Gary P. & Wexley Kenneth N. (1994). Increasing productivity through performance appraisal, 2nd ed. Addison-Wesley: Reading, MA
9	Marr, Bernard (2006). Strategic performance management: Leveraging and measuring your intangible value drivers. London: Elsevier/Butterworth – Heinemann.
10	Wilson, Thomas B. (2003). Innovative reward systems for the changing workplace. New York: McGraw-Hill.