MNO4761A [Compensation and Performance Management]

AY2025/2026 Semester 1

Instructor: Dr. SONG Zhaoli
Department: Management and Organization
Office: BIZ1 8-51
Contact: 6516-5739

MODULE DESCRIPTION

This course explores compensation and performance management as strategic pillars of human resource systems, balancing classic theories with emerging insights from automation, AI, gig work, and algorithmic management. It integrates global perspectives with local relevance, addressing how organizations design reward and evaluation systems to drive performance in both traditional and digitally mediated work environments. You will examine both conventional and innovative practices, learning how data-driven tools and evolving employment models reshape motivation, equity, and workforce engagement. Through case studies and applied projects, the course bridges theory and practice to prepare you for leading-edge challenges in a dynamic, tech-driven labor market.

LEARNING OUTCOMES

By the end of this module, you should be able to:
- Integrate compensation and performance management as strategic tools for building, motivating, and sustaining a competent workforce.
- Critically analyze reward and performance management practices with respect to fairness, cost-effectiveness, and alignment with organizational goals.
- Diagnose key challenges and inefficiencies in compensation and performance management systems, including those arising from digitalization, gig work, and algorithmic governance.
- Design evidence-based, context-sensitive solutions that integrate conventional practices with emerging trends in automation, AI, and workforce flexibility.

TOPICS

- Compensation strategies
- Internal alignment of a compensation system
- Salary survey
- Performance management systems
- Pay for performance programs
- Benefit programs
- Global compensation
- Motivating new-age workers

READINGS

Recommended Textbook

Gerhart, B. *Compensation* (14th ed.). Burr Ridge, IL: McGraw Hill-Irwin, 2023.

Gerhart, B. Cases in Compensation (12eth ed. Will be distributed in class)

Supplementary Material

- Cappelli, P., & Tavis, A. "Spotlight on building the workforce of the future: The performance management revolution." Harvard Business Review, October 2016.
- Case, John. "When salaries aren't secret." Harvard Business Review, May 2001, 37-43.
- Cullen, Z. B., Li, S., Perez-Truglia, R., et al., "Why Your Organization Should Use Salary Benchmarking? " Harvard Business Review, Oct 2023.
- Dave, L. "When a performance improvement plan could help your employee". Harvard Business Review, Nov 2024.
- Fuller, J., Sigelman, M., & Fenlon, M. "How Gen AI could change the value of expertise." Harvard Business Review, Mar 2025.
- Giancola, F. "Skill-Based Pay: Fad or Classic?" Compensation & Benefits Review. 2011 43: 220-226.
- Gratton, L., & Scott, A. "The corporate implications of longer lives." MIT Sloan Management Review, Spring, 2017.
- Groysberg, B., Abbott, S., Marino, M. R., & Aksoy M. "Compensation Packages that Actually Drive Performance." Harvard Business Review, Jan-Feb, 2021.
- Groysberg, B., Healy, P., & Lin E. "Job-Hopping Toward Equity." MIT Sloan Management Review, July 2021
- Kiron, D., & Spindel, B. "Redefining performance management at DBS Bank." MIT Sloan Management Review, March 2019
- Manso, G. "Creating incentives for innovation." California Management Review, August 2017, 1-15.
- Zeng, H, N. "Improving the Welfare of Platform Workers in Singapore." Lee Kuan Yew School of Public Policy, 2020. https://scholarbank.nus.edu.sg/handle/10635/166536

PRECLUSION

NA

PREREQUISITE

NA

ASSESSMENTS

Component	Weightage
Participation	20%
Three in-class quizzes	30%
In-class group presentation of articles	10%
Team project report	40%
Total	**100%**

SCHEDULE

Session	Description
Session 1 (14 Aug)	Introduction
Session 2 (21 Aug)	Strategic perspectives
Session 3 (28 Aug)	Internal alignment and job analysis
Session 4 (04 Sep)	Job evaluation methods
Session 5 (11 Sep)	Person-based structures
Session 6 (18 Sep)	External competitiveness
Recess Week	
Session 7 (02 Oct)	Design pay level, mix, and structure
Session 8 (09 Oct)	Performance management
Session 9 (16 Oct)	Pay for performance
Session 10 (23 Oct)	Managing benefits
Session 11 (30 Oct)	Motivating new-age workers
Session 12 (06 Nov)	Global Compensation, Pay Administration, and Legal Issues
Session 13 (13 Nov)	Project team presentations and course reflection

PROFILE OF INSTRUCTOR

Title: Associate Professor

Affiliation: Department of Management and Organization, NUS School of Business, National University of Singapore

Education: Ph.D. in Industrial and Human Resources Management, University of Minnesota

Personal introduction: Dr. Song has research expertise on topics such as behavior genetics, leadership, job search and reemployment, leadership, cross-culture management, AI and the future of work, work-family balance, emotion, and future scenarios. He is leading the research effort to introduce molecular genetics into the management area. He has published in some top management journals such as PNAS, Journal of Applied Psychology, Academy of Management Journal, Human Relations, Journal of Vocational Behaviors, and Leadership Quarterly. His work on genetics has been featured in the media such as Economists, Washington Post, and Strait Times. Dr. Song has consulted or provided training to companies and government agencies in the US, China, and Singapore. He was the academic director of the NUS Asian Pacific EMBA (Chinese) from 2013-2017.

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism.

Artificial Intelligence (AI) tools such as ChatGPT do not require specialist knowledge to use. Many of these AI tools are commonly used in social media, for example, to create content and disguise and refine content

created from programmes like ChatGPT. We understand that students will be drawn to using these AI Tools, as they would for any other electronic aid.

However, to be clear, normal academic rules still apply. As noted in the Code of Student Conduct:

"The University takes a strict view of cheating in any form, deceptive fabrication, plagiarism and violation of intellectual property and copyright laws. Any student who is found to have engaged in such misconduct is subject to disciplinary action by the University."

With respect to AI tools (e.g., ChatGPT and image generation tools), your instructor will clarify whether the use of these tools as inputs into your assignment development process is acceptable. AI is a technology that requires skill to use, and knowledge about when and how to use it. If you use ChatGPT or any other such AI tool in your work, you must provide a proper representation of how you used the tool and what prompts you used to generate output. Failure to cite its use constitutes academic misconduct.

Further, as with any information source, be aware that minimal efforts yield low quality results. You will need to refine your work and fact check the output, as you would double-check information from any source. Further, you should be selective in how and when you use such tools instead of using it for each and every assignment you create.

To summarise:

1. Always check with your instructors on what are the permitted uses of AI tools.
2. Have a discussion at the start of a course about the use of AI.
3. Where permitted, acknowledge your use of AI.
4. You remain responsible for the quality of your work and its appropriate representation.
5. Failure to follow the above steps can lead to a concern about plagiarism (academic dishonesty

As always. you have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is entirely your own work. This is a minimum standard.

Additional guidance can be found at:

Admission Condition: http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct

NUS Code of Student Conduct: http://nus.edu.sg/osa/resources/code-of-student-conduct

Academic Integrity Essentials: https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-4

Guidelines on the Use of AI Tools For Academic Work:
https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab- 22144949-3