

Course	HRMG 5920 Compensation
Term	Spring 2008
Instructor	Fred Holtz fholtz@webster.edu or frdholtz@aol.com 816-561-0515
Catalog Description	This course addresses tangible and intangible compensation in the use of compensation to motivate and reward employee performance. The course also covers job analysis, job description, and job evaluation on the basis of compensable factors, as well as designing an equitable pay structure. In addition, students analyze the influence of unions and government in determining the compensation of the labor force, including compensation of both hourly workers and managerial employees.
Prerequisites	Managing Human Resources (HRMG 5000)
Course Level Learning Outcomes	<p>Upon successful completion of this course, the student will be able to:</p> <ol style="list-style-type: none"> 1. Define, discuss, and recognize important terminology, facts, concepts, principles, analytic techniques, and theories used in compensation. 2. Apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in compensation when analyzing moderately complex factual situations involving compensation issues. 3. Develop appropriate solutions to multifaceted compensation problems involving moderately complex factual situations using appropriate facts, concepts, principles, analytic techniques, and theories from compensation. 4. Evaluate the quality of their proposed solutions to compensation problems against appropriate criteria, including fit with organizational strategies and human resources management strategies, as well as organizational constraints. 5. Conduct moderately complex job evaluations using ranking and point methods. 6. Create moderately complex base pay systems that reflects and integrates compensation concepts and analytic techniques, including job evaluation, pay policies, pay grades and ranges, and market rates. 7. Create moderately complex variable pay systems using individual, group, and organizational level variable pay concepts, including motivation theories. 8. Develop appropriate merit pay grids based using concepts, principles, and theories from compensation, including

	motivation theories.
Materials	<p><i>Compensation</i>, 9th Edition, Milkovich, G. T., and Newman, J. M.; Boston: Irwin McGraw-Hill ISBN 0077215524</p> <p>The book may be obtained through MBS Direct Books at 1-800-325-3252 or www.mbsdirect.net.</p>
Grading	<p>Your course grade will be based on your scores on your examinations, papers, assignments, and your contributions to class discussions. These different components will be weighted as follows:</p> <p>Midterm Examination: 30% Final Examination: 30% Assignments and Papers: 30% Class Participation: 10%</p> <p><u>The GRADUATE catalog provides these guidelines and grading options:</u></p> <ul style="list-style-type: none"> • <u>A/A– Superior graduate work</u> • <u>B+/B/B– Satisfactory graduate work</u> • <u>C Work that is barely adequate as graduate-level performance</u> • <u>CR Work that is performed as satisfactory graduate work (B– or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses.</u> • <u>F Work that is unsatisfactory</u> • <u>I Incomplete work</u> • <u>ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal.</u> • <u>IP In progress</u> • <u>NR Not reported</u> • <u>W Withdrawn from the course</u>
Activities	<p>Classes will include lectures, group exercises, and discussions of videos and short cases. Some individual exercises may be completed during class, but most will be completed outside class. All group exercises will be completed during class, and obviously cannot be made up individually later—you will simply not get credit for those missed group exercises. For all classes other than the first class, you are expected to have read the assigned chapters before class each week. This will enable you to participate in any exercises and to ask questions about material you didn't understand.</p> <p>Students will perform job evaluations and design simple point method job</p>

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evaluation plans. In addition, students will design base pay systems and variable pay for performance plans. Such activities help students appreciate how the knowledge taught in this course can be applied.

There will be one midterm examination and a final examination. The examinations will consist primarily of multiple choice questions, short answers, and short essay questions or exercises. The examinations will cover all of the assigned readings, even if the material was not discussed in class. In addition, you may be tested on information introduced in lectures, videos, or cases, but which is not covered in the textbook.

**Policy Statements:
University Policies**

University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:

Academic Honesty

The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.

Drops and Withdrawals

Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.

Special Services

If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.

Disturbances

Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other

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	<p><u>students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</u></p> <p><u>Student Assignments Retained</u></p> <p><u>From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</u></p> <p><u>Contact Hours for this Course</u></p> <p><u>It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</u></p>
Course Policies	<p>Classes will include lectures, group exercises, and discussions of videos and short cases. Some individual exercises may be completed during class, but most will be completed outside class. All group exercises will be completed during class, and obviously cannot be made up individually later—you will simply not get credit for those missed group exercises. For all classes other than the first class, you are expected to have read the assigned chapters before class each week. This will enable you to participate in any exercises and to ask questions about material you didn't understand.</p> <p>Students will perform job evaluations and design simple point method job evaluation plans. In addition, students will design base pay systems and variable pay for performance plans. Such activities help students appreciate how the knowledge taught in this course can be applied.</p> <p>There will be one midterm examination and a final examination. The examinations will consist primarily of multiple choice questions, short answers, and short essay questions or exercises. The examinations will cover all of the assigned readings, even if the material was not discussed in class. In addition, you may be tested on information introduced in lectures, videos, or cases, but which is not covered in the textbook.</p>
Weekly Schedule	MILKOVICH AND NEWMAN BOOK

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Week	Topics	Chapters in Text
1	Overview of Compensation and Course The Pay Model	1
2	Strategic Perspectives Defining Internal Alignment (also called Internal Consistency, Internal Equity)	2 3
3	Job Analysis Job Evaluation	4 5
4	Defining External Competitiveness Designing Pay Levels and Structures	7 8
5	MIDTERM	
6	Pay for Individual Performance Performance Appraisal	9, 10 11
7	Compensation of Special Groups Union Role in Wages International Pay Systems	14 15 16
8	Person-Based Structures Legal Issues and Government's Role Budgets and Administration	6 17 18
9	FINAL EXAM	
Additional Information	No additional information.	

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