Compensation

HRMG-5920

S2 2022 Section 49 3 Credits 03/21/2022 to 05/20/2022 Modified 03/09/2022

🕐 Meeting Times

👤 Contact Information

Instructor: Dr. Victor A Oladapo

Email: victoroladapo45@webster.edu, voladapo@aol.com
Phone: 404-444-1357

Office Hours

Monday, Tuesday, Wednesday, Thursday, 6:00 PM to 10:00 PM

🖥 Description

This course addresses tangible and intangible compensation and 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.

Requisites
HRMG 5000

◎ Objectives

📊 Outcomes

Upon successful completion of this course, the student will be able to:

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.

🌐 Required Textbook

Please Select a Textbook

📘 Materials

Strategic Compensation: A human Resource Management Approach/ Edition 9. Martocchio, Joseph: Prentice Hall ISBN:

ISBN-10: 0134320549

ISBN-13: 9780134320540

☑ Deliverables

Lecture

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.

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.

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

✔ Evaluation

The final grade will be based on one critical incident paper, a critical incident presentation to the class, a participation grade, and midterm and final examinations.

Midterm Examination	25%
Case Study 1	20%
Case Study 2	20%
Final Examination	25%
Participation	10%

Criteria Breakdown

Grading Scale

A	96-100
A-	90-95
B+	87-89
B	84-86
B-	80-83
C	70-79
F	69 and Below

📅 Schedule

Martocchio

Week	Topics	Chapters in Text
1	Strategic Compensation: A Component of Human Resource Systems Contextual Influences on Compensation Practice	1 2
2	Traditional Bases for Pay: Seniority and Merit Incentive Pay Person-Focused Pay	3 4 5

3	Building Internally Consistent Compensation Systems	6
	Building Market-Competitive Compensation Systems	7
	Building Pay Structures That Recognize Employee Contributions	8
4	Discretionary Benefits	9
	Employer-Sponsored Retirement Plans and Health Insurance Programs	10
	Legally Required Benefits	11
5	Midterm	
6	Compensating Executives	12
	Compensating the Flexible Workforce: Contingent Employees and Flexible Work Schedules	13
7	Compensating Expatriates	14
	Pay and Benefits outside the United States	15
8	Challenges Facing Compensation Professionals	16
9	Final Exam	

✳ Course Policies

Webster University Course Attendance Policy

(Effective Summer 2014)

The University reserves the right to drop students who do not attend class the first week of the term/semester. Students are expected to attend all class sessions of every course. In the case of unavoidable absence, the student must contact the instructor.

The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences.

A student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advance permission from the instructor should withdraw from the class within the time period allowed for withdrawals. (http://www.webster.edu/catalog/2013-2014/graduate-catalog/enrollment.html)

Excused Absences

The instructor should encourage students to notify him or her prior to class if an absence is anticipated. If a student is absent, the instructor shall assign makeup work to cover the materials presented that week.

If a student has two absences, the instructor has the option to lower the student's grade one letter grade and to inform the student of the action.

If a student has three absences, the instructor has the option to assign a grade of F and to inform the student of the action.

It is the student's responsibility to withdraw from the course. In an extreme case, when the instructor chooses to award a grade of I (Incomplete) for three or four absences, the student must provide acceptable documentation to verify that the absences were unavoidable (e.g. - illness, work conflict, military temporary duty). Faculty should contact the director or department chair to determine the procedures required for this option.

If a student is absent for a fifth class, with or without acceptable documentation, the instructor is to inform the student that his or her grade for the course is F. It is the student's responsibility to withdraw from the course.

Unexcused Absences

If a student is absent, the instructor is to assign makeup work, which may exceed the material presented that week. If a student has two absences, the instructor has the option to lower the student's grade one letter grade and to inform the student of the action.

If a student has three absences, the instructor has the option to assign a grade of F and to inform

the student of the action. It is the student's responsibility to withdraw from the course.
(http://www.webster.edu/faculty/faculty_resource_guide/course-administration/attendance.html)

Academic Accommodations

Webster University makes every effort to accommodate individuals with
academic/learning, health, physical and psychological disabilities. To
obtain accommodations, students must identify themselves and provide
documentation from a qualified professional or agency to the
appropriate campus designee or the ADA Coordinator at the main campus.
The ADA Coordinator may be reached at 314-246-7700 or
disability@webster.edu.

If you have already identified as a student with a documented
disability and are entitled to classroom or testing accommodations,
please inform the instructor of the accommodations you will require for
this class at the beginning of the course.

Academic Resource Center

Additional support and resources may be accessed through the Academic
Resource Center (ARC). Support and resources include academic
counseling, accommodations, assistive technology, peer tutoring,
plagiarism prevention, testing center services, and writing coaching.
Visit www.webster.edu/arc or Loretto Hall 40 on the main campus for
more information.

🏛 Institutional Policies

Academic Policies

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves
with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate
Studies Catalog; graduate students should review the Graduate Studies Catalog.

Undergraduate Studies Catalog

The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The *academic policies
and information* section of the catalog contains important information related to **attendance, conduct, academic honesty, grades,
and more**. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies
Catalog is at:

 http://www.webster.edu/catalog/current/undergraduate-catalog/ (http://www.webster.edu/catalog/current/undergraduate-catalog/)

Graduate Studies Catalog

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The *academic policies* section of the catalog contains important information related to **conduct, academic honesty, grades, and more**. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

http://www.webster.edu/catalog/current/graduate-catalog/ (http://www.webster.edu/catalog/current/graduate-catalog/)

Grading

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading (http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading)

Graduate
https://webster.edu/catalog/current/graduate-catalog/academic-policies.html#gradingsystem (https://webster.edu/catalog/current/graduate-catalog/academic-policies.html#gradingsystem)

Incomplete

There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that they understand and follow the policies.

Grade Appeals

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

Academic Honesty Policy

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others' work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The university's Academic Honesty Policy is published in academic catalogs:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html (http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html)

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html (http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html)

As a part of the university commitment to academic excellence, the Reeg Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

https://websteru.sharepoint.com/sites/AcademicIntegrityAtWebster (https://websteru.sharepoint.com/sites/AcademicIntegrityAtWebster)

Statement of Ethics

Webster University strives to be a center of academic excellence. The university makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach

- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics (http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics)

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/ethics.html (http://www.webster.edu/catalog/current/graduate-catalog/ethics.html)

Contact Hours for this Course

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, the content must be covered at another time.

Important Academic Resources

Academic Accommodations and Support

At Webster University, we understand that all students learn differently and may have specific, often differing, learning needs. Some examples are doing rather than watching, being active instead of sitting still, and taking frequent breaks. For others, the professor needs to speak louder, give more clear instructions, and be understanding with health issues. Regardless of what makes learning easier for you, our goal is to provide the most accessible learning environment possible for each student. If there are any specific needs you'd like to make your instructors personally aware of, including any academic accommodations, please reach out to them directly.

Webster University supports students in several ways. Students with academic/learning, health, physical, and psychological disabilities and students who have accessibility concerns can reach out to Webster's Academic ADA Coordinator at disability@webster.edu. You can also reach out if you have any questions relating to accessibility.

Online resources through WorldClassRoom (Canvas) have a variety of accessibility tools, provided through a program called Ally, for both students and faculty. Ally is free and already incorporated into WorldClassRoom. It helps students who have visibility and attention challenges; who need easier access to course materials from mobile phones, tablets, electronic readers, etc.; or who need or prefer file types different from the format uploaded by the instructor. You can find more information about Ally at https://webster.edu/online/ally.php (https://webster.edu/online/ally.php).

Life circumstances can make focusing on education, or anything else, difficult. For this reason, several additional resources and services are available to students at no cost:

1. Reeg Academic Resource Center (https://websteru.sharepoint.com/sites/ReegARC (https://websteru.sharepoint.com/sites/ReegARC))
   - Academic Counseling: academiccounseling@webster.edu
   - Assistive Technology: atacr@webster.edu
   - Disability Accommodations: disabilty@webster.edu
   - Testing Center: arc@webster.edu
   - Tutoring: tutoring@webster.edu
   - Writing services: writing@webster.edu

2. Counseling and Life Development (https://www.webster.edu/student-counseling.php (https://www.webster.edu/student-counseling.php)): 314-968–7030 or counselingld@webster.edu (these contact methods are non-confidential, but appointments are confidential)

Lastly, circumstances change. If, at any point throughout your education, you find that something is making learning difficult for you, please reach out to your instructor directly and/or to Webster's ADA team. It is never too late to ask for accommodations. We entirely support you and want you to have the best and most accessible education possible.

<u>Student Success Portal</u>

Webster University's Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at https://www.legacy.webster.edu/success/students.html. (https://www.legacy.webster.edu/success/students.html)

<u>University Library</u>

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the university's worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is http://library.webster.edu (http://library.webster.edu/). For support navigating the library's resources, see http://libanswers.webster.edu/ (http://libanswers.webster.edu/) for the many ways to contact library staff.

Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html (http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html)

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html (http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html)

Academic Calendar - http://www.webster.edu/academics/academic-calendar/ (http://www.webster.edu/academics/academic-calendar/)

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the "Tuition, Fees, and Refunds" section of Webster's Academic Catalogs:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html (http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html)

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/tuition.html (http://www.webster.edu/catalog/current/graduate-catalog/tuition.html)

Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:

http://www.webster.edu/student-handbook/ (http://www.webster.edu/student-handbook/)

<u>Sexual Assault, Harassment, and Other Sexual Offenses</u>

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

https://webster.edu/titleix/policy.php (https://webster.edu/titleix/policy.php)

Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

https://www.legacy.webster.edu/irb/ (https://www.legacy.webster.edu/irb/)

Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.

Important Technology Information

Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming university email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

https://www.webster.edu/technology/service-desk/ (http://www.webster.edu/technology/service-desk/)

WorldClassRoom

WorldClassRoom is Webster's Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

https://worldclassroom.webster.edu/ (https://worldclassroom.webster.edu/)

Webster Alerts

Webster Alerts is the university's preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit (sign with your university-provided email and password:

https://www.getrave.com/login/webster (https://www.getrave.com/login/webster)

🌐 Campus Information