RUTGERS
School of Management
and Labor Relations

HRM: Compensation & Rewards
37: 533: 313: 90
Fall 2020

Professor Maria Kraimer

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Course Description:
This course provides students with knowledge about compensation and reward systems for aspiring HR professionals. We examine the context of compensation practice, legal issues related to compensation and benefits, the various criteria used to compensate and reward employees, the various approaches to setting wages throughout the company, employee benefits, and contemporary challenges that compensation professionals will continue to face over the next decade. You will learn core compensation system's concepts and tools through lectures, assigned text readings, assignments, and participation in a team project.

Method of Instruction:
This course is delivered *entirely* online through the Learning Management System, Canvas. There will be no Face-to-Face classroom sessions. The course is delivered in *asynchronous* mode. This means the learning activities and communication takes place outside of real-time. There is no live presentation or lecture. You do not have to login at any specific scheduled time; you login at your convenience. However, there may be times when the instructor conducts a live chat session to address questions. In that case, you will be notified in advance so you can schedule the time.

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, *you are still expected to adhere to all due dates.*

You are expected to:
- Have a reliable computer, and access to the Internet
- Login to Canvas for your course *on a daily basis*
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Discussion Forum
- Complete the assigned readings and quizzes
- Complete the assigned homework and team project
- Adhere to all due dates
- Refer to Study Guides and Strategies for effective learning practices.

Required Materials:
(1) Martocchio, Joseph, J. (2020). *Strategic Compensation: A Human Resource Management Approach*, 10th Edition. Pearson publishing.

(2) YOU ARE REQUIRED TO PURCHASE "MY LAB" with the textbook. All of the quizzes and some homework assignments will be in MyLab. Please be sure to register for Compensation & Rewards _**90** following the instructions posted in Canvas.

The e-textbook and MyLab can be purchased ($84.99) through the "MyLab and Mastering" link found in our Canvas homepage. You must purchase the 10th edition of the textbook AND the accompanying MYLAB. If you prefer a physical copy of the book, for an additional $24.99, the publisher will ship a hard copy to you. All of this can be purchased directly from Pearson by using the MyLab and Mastering link in Canvas.

(3) All lecture slides and assignments are posted for each week in CANVAS as weekly Modules.

Computer Requirements:
- Windows Operating System Version 7 or above (32 bits or 64 bits)
- Mac OS X 10.7 or above
- Access to the internet
- Camera and microphone on computer/laptop

In case of computer failure: Make sure you have an alternative plan to access your Canvas class in case your computer crashes (it happens). An extra computer at home, your work computer, or computer at your local library are a few alternatives. *Always* backup your course documents on an external device, such as, a flash drive. It is also highly recommended that you **print and keep a paper copy of each week's activities**, in case you lose access to the Internet (due to weather or any other reasons).

Goals and Objectives of Course:
(1) Understand and evaluate the advantages and disadvantages to the different approaches to setting employee pay, including seniority, merit, incentive, and skill-based.
(2) Understand the different approaches to designing a compensation system that is internally consistent and externally competitive.
(3) Understand and evaluate the different approaches to evaluating employee performance as part of merit pay systems.
(4) Understand and apply the necessary elements in designing an effective incentive system.
(5) Understand, apply, and analyze compensation issues with respect to legal requirements.
(6) Understand which benefits are legally required and which are discretionary.
(7) Understand how pay and benefits vary in other countries.
(8) Create a pay system for a set of HR positions.
(9) Develop your decision-making, teamwork, and analytical skills through a team project, discussion forums, and homework assignments.

COURSE REQUIREMENTS

Assessment	# of assessments	Percentage of Grade
Quizzes	9 of 11	35
Homework Assignments (done individually)	10 of 10	30
Discussion Forums Participation	10 of 11	10
Team Project	1	25
Total Points Possible	**100**	**100%**

(1) Quizzes (35% of grade)
Throughout the semester, there will be 11 quizzes, one for each chapter. I will drop the two lowest quiz grades so that only 9 will count towards your overall quiz grade. Each quiz will consist of 10 multiple choice questions worth 1 point each. **You will have 20 minutes to take the quiz.** I strongly recommend that you read the chapter and watch my lecture video before starting the quiz. With the exception of Week 1, the quizzes **will open at 5pm on Monday and close at 11:59pm on Tuesday (Eastern Standard Time).**

(2) Homework Assignments (30% of grade)
Throughout the semester, there will be 10 homework assignments to be completed individually. The specific assignment is listed in each week's MODULE on Canvas. Most assignments will be found in MyLab or the end of chapter cases in the textbook; a few of them will be separate files posted in the MODULE. The assignments are designed to help you understand and apply the course concepts. Many simulate tasks that a compensation manager would actually do in such a job. Assignments in MyLab are automatically scored with grades uploaded to Canvas. All other assignments should be submitted through CANVAS and will be graded based on the following criteria:

3=	your answer was thorough and accurate, demonstrated understanding of the course material, and had few, if any, grammatical errors
2=	your answer was mostly accurate, but some point was missed or misunderstood, or it was not very thorough, or it had many grammatical errors
1=	your answer did not reflect an accurate understanding of the material, and it was not thorough or well-written
0=	not submitted

Homework assignments are due on Sunday by 11:59pm EST each week.

(3) Discussion Forums Participation (10% of grade)
Each week there will be a discussion forum in which you are required to participate. You will be

randomly assigned to groups of 3-4 students for these discussion forums (the group memberships will change every 3 weeks). Some of the discussion forums will be related to the week's homework assignment. In these cases, the purpose of the forum is to help each other with the homework assignment. The goal is to learn from each other. You should ultimately complete the homework assignment on your own, but you are allowed to share ideas on how to solve the homework assignment questions. There are some weeks, however, in which the discussion forum focuses on a separate problem from the homework assignment. Each discussion forum is worth 1 point. There will be 11 in total, so you can skip out on one discussion forum and not have it affect your grade. To earn your point for the discussion forums, you MUST POST A RESPONSE THAT REFLECTS THE COURSE MATERIAL**. Each week's discussion forum will close at 6pm on Fridays.**

(4) Team Project (25% of grade).
You will work in 3-person teams on a project during weeks 8-10. Your primary task is to design a pay system for a set of positions in a human resources department. The materials and instructions for this project are provided on Canvas, titled "Designing a Pay Structure Exercise". I will give you an opportunity to choose teammates in week 6; otherwise you will be randomly assigned to teams. **This assignment is due by 11:59pm November 8 (Sunday of Week 10).**

Peer evaluations will be completed at the end of this project and are worth 5% of the team project grade. That is, the project itself grade is 20% and peer evaluations is 5%.

GRADE ALLOCATIONS

I will total your accumulated points at the end of the semester to determine your letter grade for the course as follows:

Percentage Points	Letter
90+	A
87-89.5	B+
80-86.5	B
77-79.5	C+
70-76.5	C
60-69.5	D
<60%	F

SMLR LEARNING OBJECTIVES

This course is designed to help students attain the following specific SMLR learning objectives:

I) Written & Oral Communication — Communicate effectively at a level and in modes appropriate to an entry level professional.
- Communicate complex ideas effectively, in standard written English

- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Make an argument using contemporary and/or historical evidence

II) Quantitative, Qualitative and Analytical Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.
- Formulate, evaluate, and communicate conclusions and inferences from quantitative information
- Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)

IV) Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.
- Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- Evaluate and apply theories from social science disciplines to workplace issues

V) Understanding Context — Evaluate the context of workplace issues, public policies, and management decisions
- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
- Analyze issues related to business strategies, organizational structures,and work systems
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

VI) Application — Demonstrate an understanding of how to apply knowledge necessary for effective work performance
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)

VII) Professional Development — Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations
- Develop effective written presentation skills appropriate for different settings and audiences
- Work productively in teams, in social networks, and on an individual basis

POLICIES

Expectations: You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course. Offensive language, harassment, posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated; and will result in dire consequences, including dismissal from the course. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard. **In short, be respectful, be professional!**

In return, you can expect me: to provide you with a virtual class that is conducive to learning; provide a well organized course with lectures that facilitate the assigned activities; provide an environment that is respectful of others' opinions; provide reasonable guidance on all assessments; and treat you fairly and courteously.

Communication Maintenance: Please be aware that any announcements that impact the class schedule or assessments will be sent to *your university email address (@rutgers.edu)*. Please be sure to check that email account on a regular (daily) basis during the semester and final exam period. I will also post important announcements on CANVAS. Please feel free to attend my virtual office hours or email me with questions or concerns about the course and/or any assignments. I will endeavor to reply to you within 48 hours. *Please always use your Rutgers email when communicating with me about the course.*

Attendance Policy: As this is an asynchronous course, attendance is not relevant.

Technical Support: If you need technical assistance at any time during the course or to report a problem with Canvas:

1. Visit the Canvas Student Tutorial at (https://community.canvaslms.com/community/answers/guides/video-guide)
2. Contact Rutgers IT Help Desk (https://rutgersonline.desk.com/), 877-361-1134 accessible 24 hours a day, 7 days a week.
3. Visit the Rutgers Canvas Student orientation (https://onlinelearning.rutgers.edu/canvas)

Academic Misconduct: All students enrolled in this course are responsible for abiding by the guidelines outlined in the University's Academic Integrity Policy. You can find the full policy at http://academicintegrity.rutgers.edu/academic-integrity-policy/. In particular, the principles of academic integrity require that a student do the following:
- *Properly acknowledge and cite all use of the ideas, results, or words of others.*
- *Properly acknowledge all contributors to a given piece of work.*
- *Make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of impermissible materials or impermissible collaboration.*
- *Obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions.*
- *Treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress.*
- *Uphold the canons of the ethical or professional code of the profession for which he or she is preparing.*
- *Do not share quiz or exam questions with any other students in this class or future classes of this course.*

If you have any questions about what is expected of you generally or on any specific assignment, please do not hesitate to ask me.

All suspected violations to the academic integrity policy will be investigated per SMLR's academic integrity policy. For any confirmed violations, appropriate recommended discipline action will be taken and retained in student's records as allowed by the University Code of Student Conduct.

Accommodating Disabilities: "Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form". For additional information, please visit the website of the Office of Disability Services at: https://ods.rutgers.edu/students.

If you have a disability that may require some modification of testing or any other class requirement, please let me know as soon as possible so that appropriate arrangements can be made. Similarly if you need special arrangements to manage remote learning, please let me know. Please see me during my scheduled office hours or schedule an appointment to meet via Zoom.

Student Wellness Services: Rutgers provides several resources to assist student who may be experiencing distress or mental health concerns. The following are some of the resources that are available to you if you need them.

Counseling, ADAP & Psychiatric Services (CAPS)
(848) 932-7884 / 17 Senior Street, New Brunswick, NJ 08901/ **www.rhscaps.rutgers.edu/**
CAPS is a University mental health support service that includes counseling, alcohol and other drug assistance, and psychiatric services staffed by a team of professional within Rutgers Health services to support students' efforts to succeed at Rutgers University. CAPS offers a variety of services that include: individual therapy, group therapy and workshops, crisis intervention, referral to specialists in the community and consultation and collaboration with campus partners.

Violence Prevention & Victim Assistance (VPVA)
(848) 932-1181 / 3 Bartlett Street, New Brunswick, NJ 08901 / **www.vpva.rutgers.edu/**
The Office for Violence Prevention and Victim Assistance provides confidential crisis intervention, counseling and advocacy for victims of sexual and relationship violence and stalking to students, staff and faculty. To reach staff during office hours when the university is open or to reach an advocate after hours, call 848-932-1181.

Disability Services
 (848) 445-6800 / Lucy Stone Hall, Suite A145, Livingston Campus, 54 Joyce Kilmer Avenue, Piscataway, NJ 08854 / **https://ods.rutgers.edu/**
The Office of Disability Services works with students with a documented disability to determine the eligibility of reasonable accommodations, facilitates and coordinates those accommodations when applicable, and lastly engages with the Rutgers community at large to provide and connect students to appropriate resources.

Scarlet Listeners: (732) 247-5555 / **http://www.scarletlisteners.com/**
Free and confidential peer counseling and referral hotline, providing a comforting and supportive safe space.

Grade Appeals: If you have a concern about a grade that you receive on any assignment in this class you are invited to submit a written appeal to me within one week of receiving the grade in question. This appeal should outline your specific concerns with the grade and the evidence you have to support why it should be changed. I will consider your written appeal and schedule time to talk to you regarding the grade. Please also see SMLR's formal grade appeal procedures availabe from the undergraduate programs office.

Submitting Assignments and Make-up Exams: All written assignments must be submitted by their respective due dates and times. Late submission of assignments will incur a penalty of 10% per business day and applies to each team member for team-based assignments.

Assignment extensions and make-up quizzes are only available in extenuating circumstances (i.e., medical/health emergency for yourself or dependent, death in the immediate family, mandatory religious observations, or university-related mandatory travel) *and must be approved by me prior to the assignment or quiz due date*. Written proof of the extenuating circumstance, from a legitimate authority, is required at the time the request is made.

Not Happy with this Course? Any concerns you have regarding this course should first be discussed with me, Maria Kraimer. If I can't resolve your concern to your satisfaction, you may contact the HRM Undergraduate Program Director (Dr. Hazel-Anne Johnson). I truly hope you enjoy this course though ☺

Other Course Policies: All other course policies are governed by the School of Management and Labor Relations.

Course Schedule and Due Dates

Readings: All chapters refer to the Martocchio Strategic Compensation text;
Quizzes: with the exception of Week 1, all quizzes open on Mondays at 5pm and close on Tuesdays at midnight;
Discussion forums: open Wednesday mornings and close at 6pm on Fridays;
Homework: all assignments are due by midnight on Sundays.
All times are Eastern Standard Time (EST) (i.e., New Jersey time)

Week/ Date	Topic / Chapter TO READ and WATCH	ASSIGNMENTS TO DO
1 Sept 1-6	Introduction to Strategic Compensation / Read Chapter 1 Watch Week 1 lecture videos on Canvas	Ch. 1 Quiz due **by midnight Sept 4** Discussion Forum (Get to know your team) closes at 6pm Sept 4 No Homework assignment
2 Sept. 7-13	Contextual Influences on Compensation / Read Chapter 2 (pp.28-36) Watch Week 2 lecture videos on Canvas	No Quiz Discussion Forum closes at 6pm Sept 11 Homework (Case 1, Take it or Leave it on pp. 51-52) due midnight Sept 13
3 Sept. 14-20	Employment Laws and Compensation / Read Chapter 2 (pp. 37-49) Watch Week 3 lecture videos on Canvas	Ch. 2 Quiz due by midnight Sept 15 Discussion Forum closes at 6pm Sept 18 Homework (Is Mabel Jones' position exempt?) due midnight Sept. 20
4 Sept. 21-27	Traditional Bases for Pay / Read Chapter 3 (pp.58-65) Watch Week 4 lecture videos on Canvas	No Quiz Discussion Forum closes at 6pm Sept 25 Homework (MyLab Ch 3 Crunch the Numbers) due midnight Sept. 27
5 Sept. 28-Oct. 4	Performance Appraisal / Read Chapter 3 (pp. 65-79) Watch Week 5 lecture videos on Canvas	Ch. 3 Quiz due by midnight Sept 29 Discussion Forum closes at 6pm Oct. 2 Homework (BARS form) due midnight Oct. 4

Week/ Date	Topic / Chapter TO READ and WATCH	ASSIGNMENTS TO DO
6 Oct. 5 - 11	Incentive Pay / Read Chapter 4 Watch Week 6 lecture videos on Canvas	Ch. 4 Quiz due by midnight Oct 6 Discussion Forum closes at 6pm Oct. 9 Homework (Lincoln Electric) due midnight Oct. 11
7 Oct. 12-18	Person-focused Pay / Read Chapter 5 Watch Week 7 lecture videos on Canvas	Ch. 5 Quiz due by midnight Oct 13 Discussion Forum closes at 6pm Oct. 16 Homework (MyLab Ch 5 Crunch the Numbers) due midnight Oct. 18
8 Oct. 19-25	Building Internally Consistent Pay / Read Chapter 6 Watch Week 8 lecture videos on Canvas	Ch. 6 Quiz due by midnight Oct 20 Work on Team Project – Tasks A & B
9 Oct. 26-Nov. 1	Building Market-competitive Pay / Read Chapter 7 Watch Week 9 lecture videos on Canvas	Ch. 7 Quiz due by midnight Oct 27 Work on Team Project – Tasks C-G
10 Nov. 2-8	Recognizing Employee Contributions / Read Chapter 8 Watch Week 10 lecture videos on Canvas	Ch. 8 Quiz due by midnight Nov 3 Work on Team Project – Tasks H-J **Team Project due by midnight Nov. 8**
11 Nov. 9-15	Discretionary Benefits / Read Chapter 9 Watch Week 11 lecture videos on Canvas	Ch. 9 Quiz due by midnight Nov 10 Discussion Forum (Working Together on Benefits) closes at 6pm Nov. 13 Homework (Can you afford to retire?) due midnight Nov. 15
12 Nov. 16-22	Legally Required Benefits / Read Chapter 10 Watch Week 12 lecture videos on Canvas	Ch. 10 Quiz due by midnight Nov 17 Discussion Forum (High Deductible Health plan ethics) closes at 6pm Nov. 20 Homework (Case 1, Retirement Planning) due midnight Nov. 22

Week/ Date	Topic / Chapter TO READ and WATCH	ASSIGNMENTS TO DO
13 Nov. 23-29	THANKSGIVING WEEK	Nothing due – enjoy the week
14 Nov. 30-Dec.6	Pay Outside the USA/ Read Chapter 14 Watch Week 14 lecture videos on Canvas	Ch. 14 Quiz due by midnight Dec 1 Discussion Forum (Pay in another country) closes at 6pm Dec 4 Homework (Pay in another country) due midnight Dec. 6
15 Dec. 7-10	Challenges facing Comp Professionals/ Read Epilogue Watch Week 15 lecture videos on Canvas	No Quiz Discussion Forum (Compensation Challenges) closes at **6pm Dec. 10** Last Homework (Compensation Challenges) due by **midnight Dec. 10**