



RUTGERS

Compensation and Total Rewards

Course Number: 37:533:313:02

Spring 2022

January 19 – May 11, 2022

Wednesdays, 5:40 – 8:40 pm.

Lucy Stone Hall – B117 – Livingston Campus

[Syllabus as of January 1, 2022]

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Class Site : <https://canvas.rutgers.edu/>

Course Description

To maximize organizational performance, managers need to address key components in the successful retention and motivation of all staff. One primary component is the design of a total rewards program to ensure alignment with business objectives, motivate individual / team / business unit performance and successfully compete with outside forces in the ongoing competition for talent. This course will provide both the underlying concepts (including state-of-the-art thinking) along with the latest practices so that you will understand the many factors that need to be addressed to ensure an effective total compensation and benefits program. Students completing this course will gain a practical, comprehensive understanding of the complexities of reward systems, along with an in-depth appreciation of the key ingredients necessary to ensure their successful implementation in any organizational setting.

Course Format – In-Person, On-Campus [First two weeks: virtual meetings, via Zoom or Webex]

We will meet together as scheduled. For the first 2 weeks we will meet synchronously on Zoom for class sessions. After that, we will transition to class meetings in person on campus. We will use Canvas as our learning management system.

School of Management and Labor Relations Learning Objectives

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

II) Quantitative Skills – Apply appropriate quantitative and qualitative methods for researching 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)

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)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

VII) Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce high-quality executive summaries
- Present ideas and arguments in a logical and effective way

Course-specific Learning Outcomes

You will learn the major components of Compensation and Benefits, and how all of these can be managed within a Total Rewards strategy. The financial issues of affordability will also be an ongoing theme.

You will learn:

- The role of compensation and benefits in the employment relationship
- The effect of law and regulation on compensation and benefits practices
- Economic and other theories underlying the evaluation of work and jobs
- How to analyze and address compensation issues using a pay model that focuses on objectives, internal equity, external competitiveness, employee contributions, and program management
- The ways organizations set wages
- Psychological and other theories explaining motivation
- How performance is defined and managed in the organization
- How to analyze and develop incentive compensation plans
- The development of pay programs for special groups of employees
- The role of employee benefits in the rewards program
- The importance of a “Total Rewards” perspective

The desired result is that you leave this course with the ability to effectively address Compensation and Benefits issues in your professional work.

Textbook

Title: ***Compensation***

Author(s): Barry Gerhart and Gerry Newman

Edition: 13th [13th edition is the newest. You could also use the 12th, 11th or 10th edition. We will discuss book options first day in class.]

Publisher: McGraw-Hill / Irwin ISBN10: 126004372X; ISBN13: 9781260043723

Copyright: 2020

Other Readings

I will suggest a variety of other reading, many of which will be available through Canvas.

Course Methodology

Synchronous class sessions, discussion, readings, group projects, student presentations, and exams. We will also use supplemental readings on the internet and in the daily press and magazines.

We will use Zoom or WebEx for online, synchronous class meetings and Canvas as the learning management system.

Group Projects

You will join a group of your colleagues to work on 2 compensation design projects. Additional details will be discussed in class and posted on Canvas.

Examinations

Three exams will cover course material, including lectures, discussions, exercises, and readings. The exams will be non-cumulative.

Schedule

Week	Date	TOPIC	TEXT
1	January 19	Introduction to the Course The Pay Model	Chapter 1
2	January 26	Total Rewards Strategy Introduce Group Project 1 Legal Issues in Comp & Ben	Chapter 2 Chapter 17
3	February 2	Legal issues -- continued Internal Alignment Finalize groups for group projects	Chapter 17
4	February 9	Job analysis and job description	Chapter 4
5	February 16	Job Evaluation	Chapter 5
6	February 23	Person-Based Structures Introduce Group Project 2	Chapter 6
7	March 2	Exam 1 [chs 1 – 6 and 17] Group Project 1 Due	
8	March 9	External Competitiveness	Chapter 7

9	March 23	Job grades, pay ranges, and pay bands Motivation Through Pay	Chapter 8 Chapter 9
10	March 30	Motivation through pay Pay for Performance	Chapter 9 Chapter 10
11	April 6	Exam 2	
12	April 13	Pay for Performance Performance Appraisal Group Project 2 Due	Chapter 11
13	April 20	Benefits Total Rewards Perspective	Chapters 12 & 13
14	April 27	Benefits Exam 3 Total Rewards Perspective	Chapters 12 & 13
15	May??? [tbd]	[tbd] Final session	

Grading Weights

Exam 1	20%
Exam 2	20%
Exam 3	20%
Project 1	15%
Project 2	20%
Attendance and Participation	5%
Total	100%

Grading Scale

90-100%	A
85-89.9	B+
80-84.9	B
75-79.9	C+
70-74.9	C
60-69.9	D
<60	F

Attendance and Participation

Attendance for every class is encouraged. Your contributions to the class will make this a better experience for everyone.

Professionalism Policy

- **Please join on time.** On time participation ensures that classes are able to start and finish at the scheduled time. On time participation shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.
- **Prepare for each class.** Much of the learning takes place during classroom discussions. When students are not prepared, they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them, as well.
- **You are responsible for all administrative announcements** including any changes announced on Canvas.
- **Special Needs.** If you have a special need and wish to be granted special accommodation, please contact me.
- **No extra-credit projects will be given at any time during the semester.**

Academic Honesty

The University's honesty policy on cheating and use of copyrighted materials will be enforced in this class. Students are expected to pursue knowledge with integrity and abide by the Academic Integrity Policy. Please refer to the Academic Integrity Policy for more detail:

<http://academicintegrity.rutgers.edu/>

Students with Disabilities

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy:

<https://ods.rutgers.edu/>

Exam Make-up policy

The dates of the exams are noted on the course agenda. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness (verified with a note from a doctor), inclement weather (only when the Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), when I as the instructor email the class announcing that class is suspended, or other critical circumstances such as a death in the family. A make-up exam will be held at a time that is convenient. An officially cancelled examination will be held at the next regularly scheduled class period.

I am really looking forward to working with you this semester!

Academic Integrity Contract

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the University. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation. Please see <http://studentconduct.rutgers.edu/studentconduct-processes/university-code-of-student-conduct/> for details regarding the Student Code of Conduct.

Similarly, all students and faculty members of the academic community at the School of Management and Labor Relations should uphold high standards for personal conduct, ethical behavior, and professional integrity. In the area of academic integrity, students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty. Please see <http://nbacademicintegrity.rutgers.edu/home/for-students/> for detailed information about the academic integrity process and <http://nbacademicintegrity.rutgers.edu/home/academic-integrity-policy/levels-of-academic-integrityviolations/> for details on the levels of academic integrity violations

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine achievements of other students and scholars. Academic dishonesty includes, but is not limited to, any of the following:

Plagiarism/False Representation of Work

- Quoting directly or paraphrasing portions of someone else's work without acknowledging the source.
- Submitting the same work, or major portions thereof, including presentations, to satisfy the requirements of more than one course without permission from the instructor.
- Using data or interpretative material for a report or presentation without acknowledging the sources or the collaborators.
- Failing to acknowledge assistance from others, such as help with research, statistical analysis, or field data collection, in a paper, examination, or project report.
- Submitting purchased materials such as a term paper as your own work.
- Copying or presenting material verbatim from any source without using quotation marks.
- Copying from any source and altering a few words to avoid exact quotation, without the appropriate documentation or by using improper documentation of the source.
- Rewording the major concept found in a source but then omitting documentation or improperly citing the source.
- Submitting as one's own any work created by someone else (e.g., paper, project, speech, video, exercise, etc.) without crediting them. Large duplication of someone else's

work should be avoided unless you obtain express permission from both the instructor and originator of the work.

- Fabricating or misrepresenting data or information
- Forging signatures

Cheating

- Copying work on examinations.
- Responding to polling questions when not physically present in the classroom.
- Acting to facilitate copying during an exam.
- Sharing answers through technology (including online platforms such as Quizlet) or in written or verbal form when such interactions are prohibited
- Using prohibited materials, such as books, notes, phones, or calculators during an examination.
- Working with another student on an assignment when such collaboration is prohibited.
- Stealing or having in one's possession without permission any materials, or property belonging to or having been generated by faculty, staff, or another student for the course.
- Willfully offering to do another student's work so they may represent it as their own
- Assisting another student in cheating or plagiarizing
- Doing another student's work, excluding collaborative learning assignments or joint assignments approved by the instructor.

I, _____ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University and the School of Management and Labor Relations. Furthermore, I understand the consequences of unethical behavior.

We all share a responsibility in creating an ethical environment. I resolve to uphold and support high standards for ethics and integrity at Rutgers University. If I see, hear, or observe violations of ethics and integrity I will report them to my instructor, Department Chair, or Dean.

Student Signature: _____ Date: _____

Student Name (Please Print): _____

Rutgers University ID: _____