

Compensation (Spring 2023)

37:533:313:90

Instructor: Eugene Son

Email: eugene.son@rutgers.edu (Emails will be returned within 24 hours)

Virtual Office Hours: By appointment

This course is taught 100% online using **Canvas**.

Canvas login: <https://canvas.rutgers.edu/>

Get Help

Need Assistance with a technical question?

It is the student's responsibility to be able to perform technically in the course. Contact Canvas Help staff if you need assistance using the **Canvas**. Your instructor cannot assist you with technical issues – but the Canvas Help staff can!

Helpdesk: Rutgers Canvas Help

Email: help@oit.rutgers.edu

Call: 833-648-4357

Course Overview

This course is designed to provide an overview of the basics of compensation at work. This course focuses on how managers can utilize compensation to attract, retain, and motivate qualified employees. It is intended to give students an understanding of the theories underlying pay system design. You'll learn about the psychology of pay as a means of motivating and retaining employees, and gain insight into some of the hot-button issues in compensation today. I'm looking forward to working with you in this course!

SMLR Course Learning Objectives

L.O. II – Quantitative 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.

- Apply qualitative methods appropriately, alone and in combination with quantitative methods

L.O. VI – Application

Demonstrate an understanding of how to apply knowledge necessary for effective work performance.

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers
- Understand the internal and external alignment and measurement of human resource practices

Textbook

Strategic Compensation: A Human Resource Management Approach, 10th edition

Published by Pearson (September 15th 2020) - Copyright © 2020

- Written by Joseph J. Martocchio University of Illinois at Urbana-Champaign

Course Requirements

1. 1st week's Self-Introduction (1%)
2. Class participation in Discussion Forums 1-8 (40%, 5% each)
3. Compensation Paper (6%)
4. Quiz 1-4 (8%, 2% each)
5. Midterm/ Final Exams (45%, 25% for the mid-term, and 20% for the final)

Grading Scale

A 90.00 – 100%
B+ 86.00 - 89.99%
B 80.00 – 85.99%
C+ 76.00 - 79.99%
C 70.00 - 75.99%
D 66.00 - 69.99%
F 65.99% and below

Class Policies

- **Message Checking Policies**

[Messages Sent to Instructor's Canvas Inbox](#)

Unless students receive advance notification, the instructor will check her Canvas Inbox by 10:00 am ET on regular workdays. (This excludes Weekends and any national holidays) If a student sends a comment or question, the instructor will address the contents of the message within 24 hours.

Messages Sent to Student Canvas Inbox

It is the responsibility of the student to regularly check for incoming course messages. Messages are always sent through the Canvas messaging system. Students will receive a notification when a new message has been sent to his/her Canvas inbox. Forgetting or being unable to check for messages in one's Canvas inbox is not an excuse.

- **Weekly Messages**

A weekly message will be uploaded into the announcements area of the course Tuesday mornings. Reviewing the weekly message is a required activity. Weekly Messages present timely information on course activities/assignments and content.

- **Exams**

Midterm/Final exams may be taken anytime between the open and close day and time. Exams must be completed by 11:59 pm on the close date. Once a student logs into the exam area, the exam/quiz must be completed in one sitting. No late submission is accepted. The format/contents of the two exams will be determined and announced later.

- **Quizzes**

There are four quizzes in week 2,4, 11, and 13. Each quiz has four questions and covers only one chapter of the focal week. A quiz may be taken anytime between the open and close day and time, but it has a time limit of 10 minutes. A quiz must be completed by 11:59 pm on the close date. Once a student logs into the quiz area, the quiz must be completed in one sitting (that is, within 10 minutes!). No late submission is accepted.

- **Submission of Assignments**

Students should submit assignments before the due date/time. Late submissions will receive a 30% penalty of the total possible grade. An assignment that is late more than 3 days will not be accepted.

- No extra-credit assignments will be given at the end of the semester.

Course Schedule

Unit I. Setting the Stage for Strategic Compensation

Week 1 – Jan. 17 – Strategic Compensation: A Component of HR system

Become familiar with the web site that has the on-line course. This is called the “course shell.”

- ❖ **Readings**

- Textbook Chapter 1

- ❖ **Assignment: Self-Introduction.** Introduce yourself to other students by writing an online introduction

Week 2 – Jan. 24 – Contextual Influences on Compensation Practice

- ❖ **Readings**
 - Textbook Chapter 2
- ❖ **Assignment:** Quiz 1

Unit II. Bases for Pay

Week 3 – Jan. 31 – Traditional Bases for Pay: Seniority and Merit

- ❖ **Readings**
 - Textbook Chapter 3
- ❖ **Assignment:** Discussion Forum 1. Pay for Performance.

Week 4 – Feb. 7 – Incentive Pay

- ❖ **Readings**
 - Textbook Chapter 4
- ❖ **Assignment:** Quiz 2

Week 5 – Feb. 14 – Person-focused Pay

- ❖ **Readings**
 - Textbook Chapter 5
- ❖ **Assignment:** Discussion Forum 2. Pay for Performance Dark Side.

Unit III. Designing Compensation Systems

Week 6 – Feb. 21 – Building Internally Consistent Compensation Systems

- ❖ **Readings**
 - Textbook Chapter 6
- ❖ **Assignment:** Discussion Forum 3. Progressive Furloughs and Business Strategy/Compensation Objectives.

Week 7 – Feb. 28 – Building Market-Competitive Compensation Systems

- ❖ **Readings**
 - Textbook Chapter 7

- ❖ **Assignment:** Discussion Forum 4. Continuing Discussion of Progressive Furloughs -Internal Consistency.

Week 8 – Mar. 7 – Midterm Examination (Covers Ch. 1 through Ch. 7)

- Opens on Mar.3, 2023 (Tue) and **Closes on Mar. 10, 2023 (Fri)**

Week 9 – Mar. 21 – Building Pay Structures that Recognize Employee Contributions

- ❖ **Readings**
 - Textbook Chapter 8

- ❖ **Assignment:** Discussion Forum 5. Equity Theory.

Unit IV. Employee Benefits

Week 10 – Mar. 28 – Discretionary Benefits

- ❖ **Readings**
 - Textbook Chapter 9

- ❖ **Assignment:** Discussion Forum 6. Employee Benefits Hassles.

Week 11 – Apr. 4 – Legally Required Benefits

- ❖ **Readings**
 - Textbook Chapter 10

- ❖ **Assignment:** Quiz 3

Unit V. Contemporary Strategic Compensation Challenges

Week 12 – Apr. 11 – Compensating Executives

- ❖ **Readings**
 - Textbook Chapter 11
- ❖ **Assignment:** Discussion Forum 7. The Uproar Over Executive Pay.

Week 13 – Apr. 18 – Compensating the Flexible Workforce: Contingent Employees and Flexible Work Schedules

- ❖ **Readings**
 - Textbook Chapter 12
- ❖ **Assignment:** 1) Quiz 4 and 2) Compensation Paper

Week 14 – Apr. 25 – Challenges Facing Compensation Professionals

- ❖ **Readings**
 - Textbook Epilogue (pp. 360-372)
- ❖ **Assignment:** Discussion Forum 8. The Performance Management Revolution.

Week 15 – May. 4 – Final Examination (Covers Ch. 8 through Epilogue)

- Opens on May. 4, 2023 (Thu) and Closes on May. 8, 2023 (Mon)

University guidelines and Resources

Academic Honesty

The University's policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: <http://nbacademicintegrity.rutgers.edu/home/for-students/>

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include, but are not limited to: sharing your answers or copying another student's answers on examinations; copying material that is not your own without providing proper documentation. In the event that this contract is breached, the punishment can range from receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

Students with Disabilities

Students requiring 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/>

Student may make requests for accommodations: <https://ods.rutgers.edu/students/receiving-accommodations-online>

Counseling

Rutgers Student Health provides comprehensive mental health programs for the campus community. They offer a variety of high-quality counseling services to Rutgers students in order to enhance both academic and personal achievement and progress. Please click on the following link to learn more about their services: <http://health.rutgers.edu/medical-counseling-services/counseling/>

SMLR Resources and Scholarships

- a. Student resources – If you are in need of help in the areas of (a) mental health, (b) academic coaching, and (c) financial assistance, please refer to the link below: <https://smlr.rutgers.edu/about-smlr/spring-2023-information-smlr-students>

- b. Scholarships – Below is a link to the information about SMLR's scholarship offerings: <https://smlr.rutgers.edu/academic-programs/scholarships>