



# RUTGERS

UNIVERSITY | NEW BRUNSWICK

## School of Management & Labor Relations

Compensation, 37:533:313:91, Spring 2023, Remote Synchronous (via Zoom)

### Course Description

This course provides students with knowledge about compensation and reward systems. 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. **Read each section carefully.** **Note:** if you are new to Canvas, complete the Canvas tutorials under [Course Tools Tutorials](#).

### Instructor Information

Instructor: Jennifer Mount  
E-mail: [jjaramil@rutgers.edu](mailto:jjaramil@rutgers.edu)  
Virtual Office Hours: By appointment, through Zoom

### Teaching Aide

Murlee Dhar Shyam  
E-mail: [ms3575@scarletmail.rutgers.edu](mailto:ms3575@scarletmail.rutgers.edu)  
In-Person Office Hours: Fridays, 2 PM - 4 PM or by appointment

### Remote Synchronous Instruction

The course delivery mode is *remote synchronous*; meaning that the learning activities take place online (virtually) but there will be **live/synchronous** sessions each class.

We will be utilizing this Canvas learning management system to access learning materials, post announcements, submit Assignments, post to Discussion Forums, communicate via the Inbox

feature, attend live sessions through ZOOM, and take exams. Be sure to check this site frequently as there will be announcements and instructions.

**Note:** Whenever anything is posted to this site, you will automatically receive a notification to your **rutgers.edu** email account. Checking that email account frequently is highly recommended.

### **Class Meets (virtually, synchronous)**

- **Mondays, 7:30 PM to 10:30 PM Eastern Standard Time via ZOOM. If you are new to ZOOM be sure to review the [Course Tools Tutorials](#).**
  - To join the ZOOM session, select the **ZOOM** tab on the left navigation menu in this Canvas site, then **Join** the scheduled meeting.

### **How to Access Zoom**

Virtual office hours are conducted through scheduled ZOOM meeting. If you have not activated your Rutgers ZOOM account, you will need to do so prior to class starts. Follow the steps below:

1. Follow instructions on [Creating Rutgers ZOOM Account \(Links to an external site.\)](#). Note: be sure to read what to do if you have an existing personal ZOOM account that uses your Rutgers email.
2. Once you have activated your Rutgers ZOOM account you will then need to make sure your Canvas default email is in the format **netid@rutgers.edu**. Follow instructions on [How to check and set your Canvas Default Email](#) if needed. Then you can access the scheduled ZOOM class sessions.
3. To access and join the scheduled class sessions, select the ZOOM tab from the left navigation menu, then select Join to join the scheduled session. If you are new to ZOOM, review the tutorials under [Course Tools Tutorials](#) or at [Rutgers ZOOM Homepage](#).

### **ZOOM etiquettes:**

- For audio clarity, mute your microphone when not speaking, unmute only when you are speaking.
- Allow for the brief delay that happens when a conversation from one speaker transitions to another. Be patient and allow the person to speak.
- You have the option to turn on/off your webcam.
- You can use the Chat box to ask questions, share your thoughts.

### **Canvas Tutorials & Technical Support**

If you are new to Canvas or need a refresher tutorial, visit:

- [Getting Started In Canvas for Students](#)
- [Student Resources - Canvas](#)

[S \(Links to an external site.\)](#)If you need technical assistance at any time during the course or to report a problem with Canvas:

- Contact [Canvas Help Desk](#), 833-648-4357, [help@oit.rutgers.edu](mailto:help@oit.rutgers.edu).
- Refer to the [Canvas Student TutorialLinks to an external site.](#)
- View tutorials at [Course Tools Tutorials](#) (in the Modules section)

## Course Objectives

By the end of this course, you should be able to:

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. Create a pay system for a set of HR positions.

## SMLR Learning Goals

### **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. (HRM)
- Apply qualitative methods appropriately, alone and in combination with quantitative methods

### **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 a contemporary global issue in their field from a multi-disciplinary and intersectional perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues related to the selection, motivation, and development of talent in a local and global context

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

### **Special Needs Accommodations**

Rutgers, the State University of New Jersey abides by the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments (ADAA) of 2008, and Sections 504 and 508 which mandate reasonable accommodations be provided for qualified students with disabilities and accessibility of online information. If you have a disability and may require some type of instructional and/or examination accommodation, please contact me early in the semester so that I can provide or facilitate in providing accommodations you may need. If you have not already done so, you will need to register with the [Office of Disability Services \(Links to an external site.\)](#), the designated office on campus to provide services and administer exams with accommodations for students with disabilities. Below is the full contact information for the Office of Disability Services:

#### **Office of Disability Services contact and address**

**Lucy Stone Hall, Livingston Campus**, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: [dsoffice@rci.rutgers.edu](mailto:dsoffice@rci.rutgers.edu)
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- <https://ods.rutgers.edu/>

### **Course Materials and Pearson MyLab**

#### **Required Textbook & Pearson MyLab**

- Joseph J. Martocchio (2020) Strategic Compensation: A Human Resource Management Approach, 10th Edition. Pearson publishing.
- Pearson MyLab Manager. All of the quizzes and assignments will be in MyLab. Follow instructions on [how to register and access MyLab and Mastering](#)

#### **Supplemental Materials**

All other supplemental course materials; lecture videos, multimedia, written articles, etc. will be provided in their respective weekly Module section.

## Computer and other Technology Requirements

- Access to the internet
- Reliable computer
- Headphones/Headsets - highly recommended
- Webcam - optional
- Microsoft Word
- Microsoft Excel
- [Basic Computer Specifications for Canvas](#)

You have free software access for Microsoft Word and Excel through the [Rutgers University Software Portal](#).

(Links to an external site.)You YouY

For convenience, you can also download/install the Canvas Student App for Android or iOS devices. Follow the instruction on the respective app centers:

- [Canvas Student App for Android \(Links to an external site.\)](#)
- [Canvas Student App for iOS](#)

## Course Structure & Schedules

This course is structured in a weekly module format. A Module is a chunk of the course content broken out by usually topic. The weekly/module activities are noted in the Modules section.

The course is divided into 15 Weeks as follows (link to the weekly modules):

- [Class 1 \(Monday, January 23\): Chapter 1: Strategic Compensation A Component of Human Resource Systems](#)
- [Class 2 \(Monday, January 30\): Chapter 2: Contextual Influences on Compensation Practice](#)
- [Class 3 \(Monday, February 6\): Chapter 3: Traditional Bases for Pay: Seniority and Merit](#)
- [Class 4 \(Monday, February 13\): Chapter 4: Incentive Pay](#)
- [Class 5 \(Monday, February 20\): Chapter 5: Person-Focused Pay](#)
- [Class 6 \(Monday, February 27\): Chapter 6: Building Internally Consistent Compensation Systems](#)
- [Class 7 \(Monday, March 6\): Chapter 7: Building Market-Competitive Compensation Systems](#)
- **Spring Break - March 11 - 19. No Class.**
- [Class 8 \(Monday, March 20\): Chapter 8: Building Structures that Recognize Employee Contributions](#)
- [Class 9 \(Monday, March 27\): Chapter 9: Discretionary Benefits](#)
- [Class 10 \(Monday, April 3\): Chapter 10: Legally Required Benefits](#)
- [Class 11 \(Monday, April 10\): Chapter 11: Compensating Executives](#)

- [Class 12 \(Monday, April 17\): Chapter 12: Compensating the Flexible Workforce: Contingent Employees and Flexible Work Schedules](#)
- [Class 13 \(Monday, April 24\): Chapter 13: Compensating Expatriates](#)
- [Class 14 \(Monday, April 30\): Chapter 14: Pay and Benefits Outside the United States](#)
- [Class 15 \(Monday, May 8\): Any Outstanding Group Projects or Assignment Due: No Live Class](#)

## Assessments and Grading Structure

### Homework, Warm-ups, Video Assignments, and Exercises (25%)

Throughout the semester, there will be homework assignments and warm-up activities to be completed individually for each of the 14 chapters we will review. The specific assignment is listed in each week’s Module section of this course site. Most assignments will be found in MyLab or the end of chapter cases in the textbook. 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.

### Class Participation (15%)

Participation comprises of virtual in-class poll questions (incorporated into the lecture) and exercises (designed to apply course concepts to your professional or personal life). Students are also encouraged to share articles and trends, and actively engage and ask questions during or outside of class related to the materials and Total Rewards.

### Quizzes (30%)

Throughout the semester, there will be 14 quizzes, one for each chapter. Each quiz will consist of multiple choice questions. I strongly recommend that you read the chapter and attend my lecture before starting the quiz. **Quizzes for each chapter will be open for a minimum of 2 weeks.**

### Group Project (30%)

You will work in 2 to 6-person teams on a project during weeks 7-10. The goal is to design a pay system for a set of positions in a human resources department. There will be an opportunity to choose your teammates after Exam 1. Any late projects will be assigned a “0”.

## Grading Scale

The table shows Grading Scale

Points Range	Grade
90 - 100	A
85 - 89.99	B+
80 - 84.99	B

75 - 79.99	C+
60 - 69.99	C
59 and below	F

## Support Resources for Your Well-Being

- [Rutgers Student Support Services](#)
- [Student Health & Wellness Services](#)
- [Registrar's Office](#)
- [Rutgers Office of the Dean of Students](#) provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit the website to learn more about the type of support they offer and/or to schedule an appointment. Specific pages on the site that may be of interest:
  - [Rutgers Community-Based Counseling](#)
  - [Rutgers Residence Life](#)
  - [Rutgers Students Food Pantry](#)
  - [Rutgers Student Counseling Service](#)

## Student Code of Conduct

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. 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. Refer to [Discussion Post Guidelines](#) when communicating in your Canvas class.

## Academic Honesty

Be sure to review and abide by the [Rutgers Academic Integrity](#), and complete and submit [Assignment: Academic Integrity Contract](#).

## Your Responsibilities

You are expected to:

- Attend all the "live" zoom sessions
- Have access to a reliable computer, and access to the Internet
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Complete the assigned readings and/or media
- Complete the assigned exercises and projects
- Adhere to all due dates

## In case of computer failure

Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens). Additionally, be sure to backup your important documents and assignments on a flash drive or other external device.