Compensation and Total Rewards
Spring 2023
37:533:313
Instructor: Christopher To, chto@smlr.rutgers.edu
Section 1: Tuesdays 10:20am – 1:20pm (Levin Building 003)
Section 3: Thursdays 10:20am – 1:20pm (Tillett 257)
Teaching Assistant: Younes Baghdad-Brahim (yb195@smlr.rutgers.edu)
Office Hours: After class or by appointment

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.

The course's learning modality is through lectures, in-class exercises, readings, and a team project.

COURSE MATERIAL

Class Material: PowerPoint slides for the lectures, announcements, and assignment instructions will be posted on the course's Canvas website: https://canvas.rutgers.edu/.

Textbook (Optional):
Title: Strategic Compensation (Pearson Publications)
Author(s): Joseph J. Martocchio
Edition: 10th [10th edition is the newest. You could also use the 8th or 9th edition]

GRADING AND COURSE REQUIREMENTS

Activity	Points
Group Project (Time to complete in Class)	20%
Group Project Peer Evaluation	5%
In Class Attendance and Exercises	15%
Exam 1 (Non-cumulative)	20%
Exam 2 (Non-cumulative)	20%
Exam 3 (Non-cumulative)	20%
Optional Cumulative Final (To replace worst exam grade)	

	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

"ROUNDING UP"
Rounding up for 'in between grades' will be based on multiple factors including participation and attendance, but will only be considered for a 1% point difference. For example, an 84.6% may round up to an 85% for a B+ if attendance and participation are exceptional; an 84.4% will in all but exceptional instances not round up; and a 83.9% will not be considered for rounding up to a B+.

ATTENDANCE AND PARTICIPATION IN EXERCISES

Participation comprises of in-class poll questions (incorporated into the lecture) and in-class exercises (designed to apply course concepts to your professional or personal life). Students are expected to attend every class and a laptop is encouraged. If you do not have a laptop, email me at chto@smlr.rutgers.edu and I would be happy to figure something out.

You need to **register for TopHat at least 24 hours prior to attending our first class session (1/17).** It should take about 5 minutes to register.

- To register, **go to our Canvas page and click on the link for Top Hat** (found among the links on the left). If you do not click the link via Canvas, you will be removed from the Top Hat course roster.
- The fee is $20 for the semester (regardless of your number of courses). Thus, if you use TopHat for any other course, you do not need to pay $20 for the semester.

Lecture periods will include completion of a related exercise/activity. These exercises are graded on "complete" or "missing" basis, and help to apply course concepts related to real world examples, or your professional or personal future. Participating in these exercises will also provide real-world cases related to course concepts, and will often give you the opportunity to interact with fellow students.

Full attendance means being present in-class (via TopHat) and participating in the in-class activity (typically two per class). For example, being present in class (via TopHat) but not completing the activity will not result in full attendance. Likewise, completing the activity but not being present in class (via TopHat) will also not result in full attendance.

EXCUSED ABSENCES

Excused absences include illness (verified by a note from a doctor); inclement weather only when the Rutgers Information Service (848-932-INFO) indicates that Rutgers is closed; religious holidays, or when the instructor emails the class announcing class is suspended.

GROUP PROJECT

You will work in 1 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".

EXAMINATIONS

Three exams will cover the material from the lectures and readings. Study guides are provided to guide your time and attention while studying.

Here is the make-up policy:

- 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 (see above "Excused Absences").
- Only one makeup exam is allowed per semester
- Please note that regularly scheduled exams are in multiple-choice format. Make-up exams are in short-answer format (but cover the same content).

OPTIONAL CUMALITIVE FINAL

There is also an optional cumulative final exam, which will be held on during finals week. You may use this final exam grade to replace your lowest of the three prior exam grades.

The content of the course will be covered in the following sequence. Please note that **dates are tentative and subject to change** (some topics may take more time and others less time, depending on students' interests). **Exam dates are firm.**

#	Date	Reading	Topic
1	1/17 or 1/19	Chapter 1 (pp. 1-14) Chapter 2 (pp. 28-36)	Strategic Concerns in Compensation Contextual Determinants of Pay
2	1/24 or 1/26	Chapter 2 (pp. 37-49)	Legal issues in Compensation: Worker Protections Legal issues in Compensation: Equity
3	1/31 or 2/2	Chapter 3	Traditional Bases of Pay: Seniority and Merit Performance Appraisals
4	2/7 or 2/9	Chapter 4	Incentive Pay (Individual and Group Plans) Incentive Pay (Organizational Plans)
5	2/14 or 2/16		Exam (1 - 4)
6	2/21 or 2/23	Chapter 6	Job Analysis Job Evaluation
7	2/28 or 3/2	Chapter 7	Salary Survey Group Project Day 1
8	3/7 or 3/9	Chapter 8	Integrating Internal and External Data (Regression) Group Project Day 2
			Spring Break (3/11 to 3/19)
9	3/21 or 3/23	Chapter 8	Pay Policy Group Project Day 3
10	3/28 or 3/30		Exam (5 - 8) Group Project Due
11	4/4 or 4/6	Chapter 9	Discretionary Benefits: Categories of Benefits Discretionary Benefits: Retirement
12	4/11 or 4/13	Chapter 10	Legal Benefits: Protection and Social Security Legal Benefits: Healthcare
13	4/18 or 4/20	Chapter 11	Executive Compensation: Components and design Executive Compensation: Theory and Ethics
14	4/25 or 4/27		Exam (9 – 11)
15	TBD		Optional Cumulative Exam

COURSE-SPECIFIC LEARNING GOALS
Upon completion of this course, students should be able to demonstrate:
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.
8. Develop your decision-making, teamwork, and analytical skills through a team project, class exercises, and homework assignments.

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
- o Analyze the degree to which forms of human difference shape a person's experience of and perspectives on work
- o Analyze a contemporary global issue in their field from a multi-disciplinary and intersectional perspective
- o Analyze issues related to business strategies, organizational structures, and work systems
- o 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)

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://academicintegrity.rutgers.edu/academic-integrity-at-rutgers

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 or the course TAs 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; sending a fellow student who did not attend class the answers to a poll to falsely indicate their presence; copying material that is not your own without providing proper documentation (in the example of the HRM media extra credit). 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 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: http://disabilityservices.rutgers.edu/. Students may make requests for accommodations: http://disabilityservices.rutgers.edu/request.html

STUDENT RESOURCES (MENTAL HEALTH, ACADEMIC COACHING, FINANCIAL ASSISTANCE)

Students may experience unique challenges as they progress through their academic careers. Rutgers has a number of resources to assist you. If you need support in one of the following areas, we encourage you to utilize the following resources. In addition, if you think I may be of help at any point, you are strongly encouraged and welcomed to send me a message or chat with me before/after class or during office hours.

https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students

SCHOLARSHIPS

The School of Management and Labor Relations offers a number of scholarships and fellowships to support its students. Relevant deadlines and criteria can be found here: https://smlr.rutgers.edu/academic-programs/scholarships

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://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf for details regarding the Student Code of Conduct. Please see http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf for details regarding the Academic Integrity Policy.

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://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf (pp. 24-28) for detailed descriptions of each type of action.

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 Top Hat questions when not physically present in the classroom.
- Acting to facilitate copying during an exam.
- Sharing answers through technology 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.

Engaging in any of the above behaviors can result in an F on the examination or project, an F in the course, denial of access to internships, suspension for one or more semesters, or permanent expulsion from the School of Management and Labor Relations at Rutgers University.

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: _____