



Economics and Business Department
Master of Science in Human Resources Management

Fall 2015

CCBU 567 GA Managing Compensation and Benefits

Instructor Information

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This course is offered in a blended format. This syllabus is distributed for your information at the beginning of the semester. The official course syllabus is held in Blackboard. Check that source frequently for updates and changes to this information and schedules.

Course Description: This course examines the goals of the organization in its employment of human resources including the use of reward systems, monetary and non-monetary, intrinsic and extrinsic, in the motivation of goal-oriented behavior as a major factor in influencing people's actions in the workplace. The effects of reward systems on recruiting, performance, satisfaction and tenure are examined. The course also explores pay system components such as entry position rates, job evaluation systems, merit pay plans, and employee income security systems. Legal aspects of reward systems, such as federal wage and hour laws and the Employee Retirement Income Security Act, are examined. The value of health, welfare and retirement plans to organizations and employees is also discussed. *Prerequisite:* CCBU 152 Principles of Economics, CCBU 450 Fundamentals of Accounting and Finance, and CCBU 565 Staffing Organization in an International Labor Market, or their equivalents.

Learning Objectives

Upon completion of this course, the student will be able to:

1. Discuss the strategic importance of employee compensation and benefits to the achievement of organizational goals.
2. Identify links between compensation and benefit objectives and business strategy.
3. Discuss the role of compensation and benefits in attracting, motivating, and retaining a high-quality workforce.
4. Discuss recent theoretical and practical developments in the area of compensation and benefits.
5. Develop the basic competencies required for the development and management of compensation systems.
6. Create and present a compensation and benefits plan for an organization that meets business, legal, and strategic requirements of the organization.

MSHRM Program Learning Objective for This Course

1. To develop students' abilities to integrate business skills (including but not limited to strategic management) into human resource management.
2. To provide students with a thorough understanding of the human resource management profession.
3. To impart knowledge of how to get, keep, and grow talent.
4. To develop in students the skills essential for creating personal credibility in a business environment.
5. To build students' understanding of the impact of the human resource management profession on business and society.

Information Sources

Required Texts

- Martocchio, J. J. (2014). *Employee benefits: A primer for human resource professionals* (5th ed.). New York: McGraw-Hill/Irwin.
- Milkovich, G. T. & Newman, J. M. (2014). *Compensation* (11th ed.). New York: McGraw-Hill/Irwin.

Articles

Various chapters and articles will be suggested for reading each week of the course. Assigned articles may be available for downloading through the Reeves Library's databases, posted through Blackboard, or distributed by the instructor. Each assigned chapter and article is noted on the assignment schedule in the appendix. Articles can be retrieved through links published in the 'Lessons' area of the 'Syllabus' section of the Blackboard site supporting this course.

Optional Information Sources

[The Wall Street Journal](#), or similar business publication. The internet is rich with information about human resources, and employee compensation & benefits in particular.

Professional-level compensation and benefits information is available from the Society for Human Resource Management (SHRM), the International Foundation of Employee Benefit Plans, the International Employee Benefits Association, the American Payroll Association, and WorldatWork (total rewards, compensation, benefits, and work-life). Each of these organizations has a presence on the World Wide Web. The local affiliate of SHRM is SHRM-Lehigh Valley.

Assignments

See Appendix 1 for weekly assigned readings, examination dates, and team project due dates.

Mid-Session Exam

The purpose of the mid-session examination is to assess your understanding of basic concepts in compensation and benefits. The examination may be conducted in class, unless other arrangements are made. It will be an open text, open note environment to complete it. If the examination is taken outside of class, you will be asked to attest that you met the stipulations of the testing requirements and conducted yourself during the exam in compliance with the Moravian College Academic Honesty policy (Appendix G, *Handbook for students enrolled in graduate level programs and courses*, 2008). The mid-session exam will comprise 25% of your final grade for the course.

Course Learning Objectives Assessed with this Assignment

1. Discuss the strategic importance of employee compensation and benefits to the achievement of organizational goals.
2. Discuss the role of compensation and benefits in attracting, motivating, and retaining a high-quality workforce.
3. Develop the basic competencies required for the development and management of compensation systems.

Participation

Students are expected to actively participate in each class, teams, Blackboard discussions, and assignments. Participation is defined as working actively within your assigned team, adding to the discussion of in-class activities whether role play debriefing, case analysis or learning opportunities in the classroom, and posting responses to and questions for discussion threads in Blackboard.

It is critical for you to note that participation in Blackboard discussion threads means posting at least four days per week. What you post must be substantial in nature. That is, posting “I agree” as a response to another's posting does not count as participation. You must post comments that are substantive in nature and that further the discussion being conducted. Posting questions that raise important issues in the thread or ask for clarification of a posting are equally valid.

Please note that weekly assignments in discussion threads will be made unavailable after the close of the assignment. You cannot go back and retroactively add to the discussion.

Participation will be included as a part of the grade in this course; it will comprise 25% of your final grade. You will be assessed on your participation in the classroom (beyond just showing up to class), your participation in discussion threads, and for your participation and contribution to your team. To complete the latter assessment, a peer evaluation of individual contributions to the team project will be posted on the course web site for you to complete about your peers. The results from that evaluation will be considered by the instructor when participation grades are assigned.

Team Project

Students will be assigned to a team and each team will act as a human resources consulting group with the purpose of assembling a compensation and benefits package for a hypothetical company of the teams' choosing. Each team is required to develop everything from the nature of the business or agency, creating strategy, organizational chart and performance expectations, to salary surveys, job descriptions, actual benefits, including insurance, costs, taxes, and theoretical justifications for the various components of their plans. The project will require you to apply knowledge from this course in a real organization setting.

The purpose of the team project is to have you exercise your classroom and book knowledge in a practical exercise that will allow you to experience the application of that knowledge and to learn more about compensation and benefits. Your team must complete a series of activities and produce a final report to accompany the oral presentation to your classmates on the last day of class. A copy of the report is also to be delivered to your client. The final report may be up to a maximum of 5,000 words plus appropriate references, tables and figures. Place all team members' names on the first page of your paper. Please see the rubric in Blackboard for content and grading information.

Course Learning Objectives Assessed with this Assignment

1. Identify links between compensation and benefit objectives and business strategy.
2. Discuss the role of compensation and benefits in attracting, motivating, and retaining a high-quality workforce.
3. Develop the basic competencies required for the development and management of compensation systems.
4. Create and present a compensation and benefits plan for an organization that meets business, legal, and strategic requirements of the organization.

Grading Summary

| Item | Number of Submissions | Portion of Final Grade |
|---|---|------------------------|
| Mid-Session Exam | Week 4 in-class | 25% |
| Participation | Weekly throughout the semester both in class and online | 25% |
| Team Project | | 50% |
| • Background, compensation strategy | Due week 3 | 10% |
| • Pay structure, basis, & pay for performance | Due week 5 | 10% |
| • Benefits strategy | Due week 6 | 10% |
| • Final report & presentation | Due week 8 | 20% |

Other Important Information

Academic Honesty

Students are expected to comply with Moravian College's policy on academic honesty as found in the Moravian College *Handbook for Graduate Students (May 2013)*, Appendix G, when preparing assignments and reports, or taking quizzes and exams. The academic honesty policy is stated on pages 45 to 48 of the Handbook. Please make yourself familiar with that policy. If you do not have a copy of the Handbook please download a copy via AMOS or request one from the Economics and Business Department Office (610-861-1591).

Discussing assigned materials with your peers prior to preparing a report is not cheating. These discussions can help you to gain a better understanding of the material being discussed in class and in your team. You are encouraged to discuss assigned work with your peers.

However, submitting any report, quiz, examination, or the like which is not your individual work is cheating. Plagiarizing from published sources or from other students' work and copying or cheating on quizzes or exams will not be tolerated. Furthermore, stealing newspapers, journals, or books from the Library, or defacing any of the same, is also a violation of the College's standards as discussed in the Handbook. You may use the work of others and not be accused of plagiarism if and only if you appropriately cite the work of others in your report, case, quiz, etc.

Please check the Handbook for further descriptions of violations of the academic honesty policy and for a statement of how suspected violations are dealt with by the College. You are responsible for knowing and applying the policies.

Attendance

All students are expected to attend class each and every week. Class meetings are not only learning experiences but also team experiences in which you will be building working relationships with your team members, as well as getting team work done. Attendance is important! There will be limited time to make up work in this course, thus, two absences is the maximum you can occur without incurring a penalty to your final grade.

Should you be unable to attend for exceptional work or family reasons, you must notify the instructor by phone at 717-341-0389, or if he is not available, contact the Economics and Business Department office at 610-861-1591. We will discuss the circumstances of your absence and how you might be able to manage the work you will miss.

Blackboard

Barring significant unforeseen circumstances, all students are expected to utilize Blackboard for current course information and assignments throughout the term of the course, as well as assigned discussions. You will be enrolled in Blackboard at the beginning of the course by the instructor.

Canceled Classes

Class may be canceled due to weather or some other reason. In the case of cancellation, the instructor will post an announcement on Blackboard to inform students of the cancellation. It is the student's responsibility to check Blackboard prior to each class period to determine if class is canceled.

Copyrights

Only the copyright holder has the right to make copies of books, articles, cases, software, and other copyrighted material. Anyone else (you, the reader) must have the copyright holder's permission to make copies unless the item being copied falls under the fair use proviso or is a work in the public domain. You must get permission from the copyright holder to make any copies legally of any copyrighted material.

Disabilities

Students who wish to request accommodations in this class for a disability should contact Ms. Elaine Mara, assistant director of academic and disability support, located on the first floor of Monocacy Hall (extention 1401). Accommodations cannot be provided until authorization is received from the Academic Support Center.

e2Campus

In the event of an emergency the system called e2Campus allows Moravian College to send text messages to the cell phones of registered members of the campus community with information about what is happening and/or what precautions should be taken. Up to two cell phone numbers and two e-mail addresses per user may be registered. This service is an integral part of the College's emergency response system. If you are not already registered on the system, please do so as soon as possible. To register for e2Campus visit <http://intranet.moravian.edu/e2campus/index.asp> from a computer on Moravian's campus.

Expectations of Students

Students are expected to read assigned readings prior to class. Note that not all assigned reading will be covered in the weekly discussions, but students are still responsible for this material; if you are not clear on any of the assigned reading, it is your responsibility to raise questions during class. The readings in this class are also meant to provoke questions and alternative opinions from you! Any and all well considered and thoughtful opinions are valid and welcome.

Students are expected to ask questions and participate in discussions, in class and online. This is particularly true if you do not understand something in an assignment. No questions are stupid if you don't know the answer! Your peers and I can only assume you understand the material if you have no questions. Don't hesitate to ask!

Students will be working throughout the semester in self-governing work teams. Each and every team member is expected to participate fully in the service learning projects executed by the teams – completing assigned work, participating actively in the team in various roles, including leadership, attending all team meetings, and the like.

Students are expected to behave in and out of class in a manner worthy of a professional. Turn off your beepers and cell phones.

Grading Judgment

It is within the purview of the instructor to apply qualitative judgment in determining grades for an assignment or for a course.

Inclement Weather

In the case of inclement weather, the instructor will post a message on Blackboard to inform students if the class is canceled. It is the student's responsibility to check Blackboard prior to each class period for cancellations due to inclement weather.

Inclusion

Moravian College is a welcoming community that embraces and values the diversity of all members of the campus community. We acknowledge the uniqueness of all individuals, and we seek to cultivate an environment that respects, affirms, and defends the dignity of each member of the community. Moravian College complies with all federal and state laws regarding nondiscrimination in recruitment, admission, and employment of students, faculty, and staff.

You may wonder what that statement means. For the purposes of this class, the statement means that all persons, regardless of actual or perceived race, color, sex, religion, ancestry, genetic information, national origin, sexual orientation, gender identity or expression, familial status, marital status, age, mental or physical disability, use of guide or support animals and/or mechanical aids have an equal opportunity to participate and learn in this class and are to be treated equally in an inclusive and supportive manner.

In other words, in this class we all promote a culture of inclusion that welcomes and supports people of varying backgrounds, different viewpoints, experiences, talents, and ideas. By respecting and valuing these differences we can make problem solving and decision making multi-dimensional leading to more learning and better outcomes for all, including project clients.

Behaviors such as those listed in the table below will lead to an inclusive classroom culture.

| Behavior | Description |
|-----------------------------------|--|
| Listening to understand | Listening with an open mind to fully understand all aspects of a situation |
| Seeing multiple points of view | Understanding that our perspective is not the only one when looking at a situation, issue, or person |
| Giving and receiving feedback | Inviting and giving feedback |
| Enhancing inclusion | Helping others feel included and involved |
| Addressing inappropriate behavior | Acknowledging inappropriate behavior; communicating expectations and consequences for repeated behavior. |

Source: MIT Human Resources, Diversity & Inclusion,
<http://hrweb.mit.edu/diversity/affirmative-action-plan-admins/resources>

Syllabus Status

This syllabus and the course contents are subject to change at the discretion of the instructor. Generally changes will be finalized only after discussion of the change with students in the class.

Workload

Students can expect to work at least three hours outside of class in reading, preparation and project activities for each hour of class time.

Week 5 10/01 The Legal and Regulatory Environment of Compensation and Benefits

Readings

Milkovich, Newman & Gerhart Chap 13 Benefit Options, pp. 455 - 465
Chap 15 Union Role in Wage and Salary Administration
Chap 17 Government and Legal issues in Compensation

Martocchio Chap 3 Regulating Employee Benefits
Chap 6 Employer-Sponsored Disability Insurance, Life Insurance & Workers' Compensation, pp. 183 – 196 (state Workers' Comp)
Chap 7 Government-Mandated Social Security Programs

Team Project

Project status report – pay structure, basis for determining it; pay for performance options.

Week 6 10/08 Benefits: Retirement, Health, and Life Insurance

Readings

Milkovich, Newman & Gerhart Chap 12 The Benefit Determination Process
Chap 13 Benefit Options, pp. 465 - 484

Martocchio Chap 4 Employer-Sponsored Retirement Plans
Chap 5 Employer-Sponsored Health Insurance Programs
Chap 6 Employer-Sponsored Disability Insurance, Life Insurance & Workers' Compensation, pp. 171-182

Team Project

Project status report – benefits strategy.

Week 7 10/15 Other Benefits and Compensation for Special Groups

Readings

Milkovich, Newman & Gerhart Chap 13 Benefit Options, pp. 458 – 471
Chap 14 Compensation of Special Groups

Martocchio Chap 8 Paid Time-Off and Flexible Work Schedules
Chap 9 Accommodation and Enhancement Benefits

Week 8 10/22 Managing Compensation and Benefits

Readings

Milkovich, Newman & Gerhart Chap 18 Management: Making it Work

Martocchio Chap 10 Managing the Employee Benefits System
Chap 11 Nonqualified Deferred Compensation Plans for Executives
Chap 12 Global Employee Benefits at a Glance

Team Project

Final presentation and report due.
