

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

**Fall 2018**

**Course:** HR330 Compensation and Benefits Administration

**Credit:** 4 Quarter Hours

**Method of Delivery:** Flex

**Course Description:**

Students will examine job evaluation systems and compensation plans, including the costs of providing and administering and employee benefit program that is competitive. Students will study the legally mandated benefits and discuss how these can impact the balance sheet of an organization.

**Prerequisite(s):** BUS204 and MGT 350

**Text(s) & Manual(s):** Compensation 11<sup>th</sup> edition

**Author(s):** Milkovich, Newman & Gerhart

**Publisher:** McGraw-Hill

**Materials Needed for this Course:**

Additional Supplies: none

Hardware/Software and Equipment: Access to computer, internet and meet the minimum eLearning system requirements for Midstate College as stated in the Student Handbook.

**Topics:**

1. Pay Model and Pay Strategy
2. Internal Alignment: Determining the Structure
3. External Competitiveness: Determining the Pay Level
4. Employee Contributions: Determining Individual Pay
5. Union Role in Wages and Salary
6. Employee Benefits
7. Extending the System
8. Managing the System
9. Government and Legal Issues in Compensation

**Learning Objectives:** Upon completion of the course, the student will be able to:

1. Examine and explain the pay model including strategic pay decisions.
2. Define internal alignment and assess the steps that are used to create the design and structure.
3. Examine the factors that shape external competitiveness and how this can lead to pay levels.
4. Explore and analyze strategic factors administration considers when determining individual pay.
5. Discuss the power of unions and the role they play in determining wages and salary.

6. Investigate and compare the management of job evaluation systems including how to extend these systems to additional staff.
7. Discuss and debate government and legal issues regarding compensation.

**Midstate Grading Scale:**

90-100	A
80-89	B
70-79	C
60-69	D
0-59	F

**Academic Integrity:**

Academic integrity is a basic principle of the College's function. Midstate College students are expected to maintain a high level of academic honesty. Contrary actions may result in penalties such as failure of the assignment(s), a lesser grade on assignment(s), failure of the course and/or suspension from the College. The course instructor will review all submitted documents and supporting evidence in connection to the infraction. The course instructor will also review the student's personal file for other notifications of academic dishonesty before determining the level of action to be applied. The course instructor will complete the Academic Dishonesty Report form to document and describe the incident and actions taken, then kept on file. The student may appeal the decision to administration, whose decision will be final.

The following (**plagiarism, cheating, deception, sabotage, computer misuse and copyright infringement**) are included in the actions Midstate College considers behavior contrary to the academic integrity policy; however, the policy is not limited to these examples. Further discussion of consequences regarding academic dishonesty are addressed in the Student Handbook.

**Plagiarism:**

Plagiarism is using another person's words, either by paraphrase or direct quotation, without giving credit to the author(s). Plagiarism can also consist of cutting and pasting material from electronic sources by submitting all or a portion of work for assignment credit. This includes papers, computer programs, music, sculptures, paintings, photographs, etc. authored by another person without explicitly citing the original source(s). These actions violate the trust and honesty expected in academic work. Plagiarism is strictly against the academic policy of Midstate College. Its seriousness requires a measured, forceful response which includes consequences for inappropriate and/or no citation.

In courses containing writing assignments, the College promotes the use of Turnitin which compares the student's writing against previously submitted papers, journals, periodicals, books, and web pages. Students and instructors can use this service to reduce the incidence of plagiarism. This electronic resource has been found to conform to legal requirements for fair

use and student confidentiality. It is able to provide a report to the student indicating the parts of the assignment that match.

### **Student Success and Tutoring:**

Contact Student Success: Room 110; (309) 692-4092, ext. 1100; studentsuccess@midstate.edu;

The Office of Student Success offers help in the following areas:

- **Tutoring:** Tutoring is encouraged for students who are doing their best to complete assignments yet still are experiencing difficulty in this course. Tutoring may be provided by the instructor outside of scheduled class times or through the office of Student Success.
- **Writing assignment assistance:** This may include learning how to conduct research; using proofreading tools such as Turnitin; outlining a topic; and applying MLA/APA standards.
- **Math, accounting, and computer skills** (including file management).
- **Test-taking techniques.**
- **Note-taking skills development.**
- **Study skills development.**
- **Time management.**

### **Instructor Information:**

**Instructor:** Nick Fowler, MBA

**Midstate e-mail:** njfowler@midstate.edu

**Cell Phone:** 309-253-8777 (text preferred)

**Office Phone:** 309-692-4092 ext. 2340

**Office Hours:** Office located in Room 234. I am on campus Monday through Thursday (and often Friday), and can meet with students at any time (in person or digitally). Please call or email and make an appointment to avoid any schedule conflicts.

### **Policies and Procedures:**

**1. Late work:** Late work is not accepted and will result in a zero percent on any/all late assignments. Only in extreme extenuating circumstances will late work be accepted (and even in such circumstances, the student has the responsibility to notify the instructor in a timely manner and seek approval for extensions). Even if extensions are granted, late penalties in grading will still apply at the discretion of the instructor.

**2. All Writing Assignments:** This includes, but is not limited to, papers, essays, projects, essay questions on exams, homework assignments, and summaries. These assignments will

supplement the textbook, additional readings, and online lectures to further your understanding and application of course material. Assignments may be turned in online via Turnitin (our online plagiarism software). Late papers will not be accepted (see above policy on late work). I expect college-level writing, appropriate for the level of class this is, and such writing will be graded on spelling and grammatical errors (run-on sentences, punctuation, etc) in addition to content.

**3. Academic dishonesty:** Cheating / plagiarism in any form will not be tolerated in this course and may result in the dismissal/suspension from the course/program/college. Do your own work! Not knowing the rules of plagiarism is not a valid defense. Check with me if you are not clear on what constitutes plagiarism.

**4. Syllabi changes:** The instructor reserves the right to change this syllabus at any time. Students will receive timely notice of all such changes via announcements made online in Joule and/or via email.

### Participation Requirements:

**In class:** Students are expected to be in class during each on campus session. Attendance is taken for each class session, and reported to the college. Likewise, students may receive credit for attending (and participating in) class. In the event of an absence, even if it was approved by the instructor ahead of time, the student will be marked absent and may lose any/all points associated with participation.

**eLearning:** In accordance with Midstate College policies, class material will be made available in our learning management system (Joule/Moodle Rooms) on Monday at 12:00 p.m. of each week and will remain available until the following Monday until 8:00 AM. This allows students one week to access the lecture and related material for that week's session, complete any assignments and/or assessments, and participate in the mandatory discussion and summary boards (see my discussion/summary requirements rubric in Joule to ensure full credit in forums). Students must "submit substantial gradable work" in order to be marked as present for each week (see the Midstate eLearning policy on attendance in the student eLearning handbook). While each week extends from Monday at 12:00 PM to the following Monday at 8:00 AM, the instructor has the right to set due dates at their discretion within each week. For instance, **your initial discussion posts are due Thursday nights by Midnight**. Certain assignments, exams, and papers/projects may be due in the middle of the week at specified days and times.

**Flex Learning:** Flex courses are taught both on-campus and through eLearning. Flex courses offer personalized learning where students can choose each week whether they want to attend on-campus, via eLearning, or both.

- \*Students who attend in-class for the week are not required to do the discussion and summary online for that week, however they may be asked to submit other

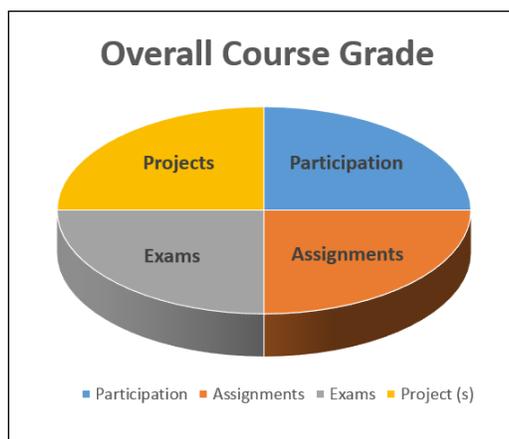
work in Joule. If the course meets multiple times per week, students must be present in-person for all classes in order to be exempt from the online requirements. Students who choose to only attend on-campus will be given time and computer access to complete any work required in Joule.

- \*Students who attend online for the week are required to do ALL work (assignments, discussions, summaries, etc) online.

#### Instructor's Grading Scale:

Participation (discussion/summary for online classes)	25%
Assignments (homework, case studies, etc)	25%
Exams	25%
Project(s)	25%

- **Instructor will use the online Joule gradebook for all students in the course.**
- Please note that I use percentages so actual points per assignment are somewhat arbitrary. Often students see that my discussion/summary forums are five points each, whereas a homework assignment may be worth 100 points. On a point system, the discussion would have a much smaller effect on your grade than the assignment. However, on my percentage system, both of these tasks essentially have the same impact on the grade. Please see the chart below for a visual, and please reach out if you have any questions.



#### Barbara Fields Memorial Library

*This course may utilize the Midstate College Library resources. Below is information for contacting and using the library as an outstanding resource to meet the requirements of this course and/or to enhance student learning.*

#### Contact Information:

Librarian: Jane Bradbury

Location: Room 403  
 Phone: (309) 692-4092 ext. 4030  
 Fax: (309) 692-3893  
 Email: [library@midstate.edu](mailto:library@midstate.edu)

**Library Hours:**

Monday – Thursday 8:00 a.m. – 8:00 p.m.  
 Friday 8:00 a.m. – 4:30 p.m.  
 Saturday 9:00 a.m. – 12:00 p.m.

**Library Resources:**

The Barbara Fields Memorial Library, located in Room 403 of the R. Dale Bunch Student Center, contains books, periodicals, and other materials to support the educational and cultural needs of students, faculty, and staff. Computers are available for student use during library hours.

The library also subscribes to several online research resources that give immediate access to digitized versions of professionally-published content such as books, journal articles, popular magazines and the like.

**Research Guides:**

Library guides are organized by subject that will give you access to all of the library resources like books, ebooks, reference materials, articles from subscription databases, business news and articles, company research, industry and economic data, tools for business & writing and citation help. *Plus* you'll find links to websites, videos, tutorials, and more!

Access the Business Research Guides at this location:  
<http://midstate.libguides.com/business> or, follow the steps below:

1. Visit [www.midstate.edu](http://www.midstate.edu)
2. Click on Library Resources at bottom of page
3. Click on "Click the Cloud!" (in light blue color in middle of page)

**Week-by-Week**

**Week One:**

Topics:

- Pay Model and Pay Strategy

Objectives:

- Examine and explain the pay model including strategic pay decisions.

### Assignments:

- Read: Chapter 1 (pages 3-30)
- Read: Any Supplemental Materials
- Answer Review Questions 1, 4, and 6 on page 30. **Submit to the Assignment Activity.**
- Complete Pre-test

### Discussion Question 1 Week 1(one post requirement):

Please introduce yourself and provide information on anything you feel comfortable sharing with the class and your instructor.

### Discussion Question 2 Week 1:

Without divulging your actual pay – List all the forms of pay you receive from work (ex. stocks, Credit Card for gas, company phone, commission, etc.). You can use a past job if you are not currently employed. Compare your list to the list of others. Do you feel your attitude, performance, and job choice is negatively or positively affected by the forms of pay you receive.

### Summary Week 1:

What is your definition of Compensation? Which meaning of compensation seems most appropriate from an employee's view: return, reward, or entitlement? Be sure to explain your answer.

### **Week Two:**

#### Topics:

- Pay Model and Pay Strategy

#### Objectives:

- Examine and explain the pay model including strategic pay decisions.

#### Assignments:

- Read: Chapter 2 (pages 38-62)
- Read: Any Supplemental Materials
- Complete the *Merrill Lynch Your Turn* Case Study (pg: 59-61) by reading the case and answering questions 1-4 (at the top of pg. 61). **Submit to the Assignment Activity.**
- **Review Guidelines for Final Project – Paper Due End of Week 8 // Presentation Due End of Week 10**

### Discussion Question Week 2:

Are nonfinancial returns (great place to work, opportunities to learn, job security, and flexible work schedules) more or less important than pay? Be sure to explain your answer.

### Summary Week 2:

Contrast the essential differences between the best-fit and best-practices perspectives.

### **Week Three:**

#### Topics:

- Internal Alignment: Determining the Structure

Objectives:

- Define internal alignment and assess the steps that are used to create the design and structure.

Assignments:

- Read: Chapter 3 (pages 71-94)
- Read: Any Supplemental Materials
- PAPER: Research suggests three main theories: Equity, Tournament, and Institutional. Explain each theory. Which theory do you prefer and why?  
Guidelines: 1-2 pages, double spaced, 12 point font, be sure to cite sources used when appropriate. **Submit to the Assignment Activity.**

#### Discussion Question Week 3:

Discuss the factors that influence internal pay structures. Based on your own experience, which ones do you think are the most important? Why?

#### Summary Week 3:

From any of our textbook or supplemental readings done thus far, name two ideas that have interested or surprised you. Be sure to explain why.

#### **Week Four:**

Topics:

- Internal Alignment: Determining the Structure

Objectives:

- Define internal alignment and assess the steps that are used to create the design and structure.

Assignments:

- Read: Chapter 4 (pages 100-130)
- Read: Any Supplemental Materials
- Exam #1 – Covers Chapters 1-4 – **Submit to Exam Activity.**

#### Discussion Question Week 4:

Job Analysis has been considered the cornerstone of human resource management. Precisely how does it support managers making pay decisions?

#### Summary Week 4:

What is the critical advantage of quantitative approaches over conventional approaches to job analysis?

#### **Week Five:**

Topics:

- Internal Alignment: Determining the Structure

Objectives:

- Define internal alignment and assess the steps that are used to create the design and structure.

Assignments:

- Read: Chapters 5 & 6 (pages 134-197)
- Read: Any Supplemental Materials
- Answer Chapter 5 Review Questions 3 and 4 on page 164. **Submit to the Assignment Activity.**
- Answer Chapter 6 Review Questions 1, 3, and 5 on page 197. **Submit to the Assignment Activity.**

Discussion Question Week 5:

Why are there different approaches to job evaluation? Think of several employers in your area (the college, hospital, retailer, etc.). What approach would you expect them to use? Why?

Summary Week 5:

You are the manager of 10 people in a large organization. All of them become very suspicious and upset when they receive a memo from the HR department saying their jobs are going to be evaluated. How do you try to reassure them?

**Week Six:**

Topics:

- External Competitiveness: Determining the Pay Level
- Employee Contributions: Determining Individual Pay

Objectives:

- Examine the factors that shape external competitiveness and how this can lead to pay levels.
- Explore and analyze strategic factors administration considers when determining individual pay.

Assignments:

- Read: Chapters 7 & 8 (pages 203-293)
- Read: Any Supplemental Materials
- Complete the *Two-Tier Wages Your Turn* Case Study (pg: 242-243) by reading the case and answering questions 1-4 (at the top of pg. 243). **Submit to the Assignment Activity.**

Discussion Question Week 6:

What is a relevant market? What difference does it make when determining people's pay?

Summary Week 6:

From any of our textbook or supplemental readings done thus far, name two ideas that have interested or surprised you. Be sure to explain why.

**Week Seven:**

Topics:

- Employee Contributions: Determining Individual Pay

Objectives:

- Explore and analyze strategic factors administration considers when determining individual pay.

Assignments:

- Read: Chapters 9 & 10 (pages 300-366)
- Read: Any Supplemental Materials
- Assignment: Answer Review Question #2 on page 328 regarding turnover.  
**Submit to the Assignment Activity.**

Discussion Question Week 7:

Companies focus heavily on cost-saving strategies to be competitive today. Identify both monetary and nonmonetary ways of cost saving that would be relevant to a compensation person's job.

Summary Week 7:

In your opinion, is pay simply an entitlement or should pay vary with some measure of individual or organizational performance? Explain.

**Week Eight:**

Topics:

- Employee Contributions: Determining Individual Pay

Objectives

- Explore and analyze strategic factors administration considers when determining individual pay.

Assignments:

- Read: Chapter 11 (pages 371-417)
- Read: Any Supplemental Materials
- Exam #2 – Covers Chapters 5-11 – **Submit to the Exam Activity.**
- **Final Project (Paper only) Due Monday at 8:00 AM.**

#### Discussion Question Week 8:

We talked in depth about four ways to improve performance ratings. Pick one that you think shows the most promise and defend your position.

#### Summary Week 8:

Why can appraising employee performance be both time-consuming and stressful?

#### **Week Nine:**

Topics:

- Internal Alignment: Determining the Structure

Objectives:

- Define internal alignment and assess the steps that are used to create the design and structure.

Assignments:

- Read: Chapters 12 & 13 (pages 425-481)
- Read: Any Supplemental Materials
- Answer Chapter 12 Review Questions 2, 3 and 4 on pages 450-451. **Submit to the Assignment Activity.**
- Answer Chapter 13 Review Question #3 on page 481. **Submit to the Assignment Activity.**

#### Discussion Question Week 9:

James A. Klingon has a mandate from his boss to cut employee benefit costs. In a company expanding by 10 percent in employees every year, Jim decides to control costs through his selection strategy. Is he crazy? Or crazy like a fox? Explain.

#### Summary Week 9:

From any of our textbook or supplemental readings done thus far, name two ideas that have interested or surprised you. Be sure to explain why.

#### **Week Ten:**

Topics:

- Union Role in Wages and Salary
- Employee Benefits
- Extending the System

Objectives:

- Discuss the power of unions and the role they play in determining wages and salary.
- Investigate and compare the management of job evaluation systems including how to extend these systems to additional staff.

Assignments:

- Read: Chapters 14 & 15 (pages 485-530)
- Read: Any Supplemental Materials
- Complete the *A Sports Sales Plan Your Turn* Case Study (pg: 510-511) by reading the case and answering questions 1-3 (at the top of pg. 511). **Submit to the Assignment Activity.**
- **Final PPT Presentation Due!**

Discussion Question Week 10:

Why is it easier to explain a \$2 million payout to Tiger Woods for working four days to win a Masters Championship than it is to explain why William Clay Ford made \$30 million as CEO of Ford Motor Company? Explain.

Summary Week 10:

In your opinion does the term *union* have a negative or a positive connotation? Why?

**Week Eleven:**

Topics:

- Extending the System
- Managing the System

Objectives:

- Investigate and compare the management of job evaluation systems including how to extend these systems to additional staff.

Assignments:

- Read: Chapter 16 (pages 534-578)
- Read: Any Supplemental Materials
- Assignment: Answer Review Question #3 on page 578 regarding Japanese, German, and U.S.-style approaches to pay. \*See assignment for specific requirements **Submit to the Assignment Activity.**

Discussion Question Week 11:

Review Exhibit 16.15 on page 561 and state which country is the most attractive to you. Which is the least attractive? Why?

Summary Week 11:

Why is it important to adopt an international perspective regarding employee compensation? Explain.

**Week Twelve:**

Topics:

- Managing the System
- Government and Legal Issues in Compensation

Objectives

- Discuss and debate government and legal issues regarding compensation.

Assignments:

- Read: Chapters 17 & 18 (pages 589-670)
- Read: Any Supplemental Materials
- Exam #3 – Covers Chapters 12-18 – **Submit to the Exam Activity.**
- Complete Posttest

Discussion Question Week 12:

What factors help account for the pay gap?

Summary Week 12:

What was your favorite topic covered in this course? Least favorite? Was there a topic you would have liked to focus on more?