Course Description

Presents the dynamics involved in compensating employees for services rendered in a modern organization. This course focuses on the critical tools and techniques of job analysis, job descriptions, job evaluation, pay surveys, pay administration, and required benefits.

Course Textbook


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Explain how to perform a job analysis.
2. Develop a pay survey and a pay structure.
3. Discuss issues involved in determining an organization’s total compensation strategy.
4. Determine differences in compensation opportunities for employees in different jobs and at different levels in the organization.
5. Elaborate on various kinds of pay-for-performance programs and the situations in which such programs may be preferable.
6. Compare strengths, weaknesses, and opportunities for various kinds of performance appraisal programs.
7. Interpret the role of compensation and its influence on employee behavior.
8. Explain the influences of government regulations on compensation practices.
9. Compare and contrast various options to pay plans including team based, executive compensation, and employee benefits, both required and non-required.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Outcomes**: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses unit material.
3. **Reading Assignments**: Each unit contains Reading Assignments from one or more chapters from the textbook. Chapter presentations are provided in each unit study guide as Supplemental Reading to aid students in their course of study.
4. **Learning Activity (Non-Graded)**: This non-graded Learning Activity is provided in Unit IV to aid students in their course of study.
5. **Key Terms**: Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
6. **Unit Assessments**: This course contains six Unit Assessments, one to be completed at the end of Units I and III-VII. Assessments are composed of written response questions.
7. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units II, IV, V, and VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each Assignment. Specific information about accessing these rubrics is provided below.
8. **Final Exam: (Proctored):** Students are to complete a Final Exam in Unit VIII. All Final Exams are proctored—see below for additional information. You are permitted four (4) hours to complete this exam, in the presence of your approved proctor. This is an open book exam. Only course textbooks and a calculator, if necessary, are allowed when taking proctored exams. The Final Exam is composed of written response questions.

9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

---

**CSU Online Library**

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, Ask a Librarian, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

**Unit Assignments**

**Unit II PowerPoint Presentation**

You are the human resource manager of a local university, and you have been asked to explain the differences in compensation among instructors, assistant professors, associate professors, and full professors as there has been some question as to how compensation is determined for these different positions. Using the information you have learned within this unit, create a PowerPoint Presentation describing how the different compensation levels were determined.

Your presentation should consist of no less than seven slides, not including the title slide and reference slides. Be sure to cite all references using APA format.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit IV Case Study**

Read “Your Turn: Two-tier Wages” on pp. 242-243 and compose a paper using your responses to the questions following the Case Study on p. 243.

Your paper should consist of at least two pages, and all citations and references should be in APA format.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit V Article Critique**

Using the databases within the CSU Online Library, locate a scholarly, peer-reviewed article regarding how an employee’s compensation can influence his/her behavior on the job. After reading the article you will compose an article critique. Your critique will be at least two pages in length, and in the critique, you will include the following:

- The main topic/question of the article
- The author’s intended audience
- A discussion of what appears to be valid or invalid in the article
- A determination of whether or not you agree with the author’s assertion and an explanation as to why you do or do not agree
- A discussion of whether or not an employee’s behavior can be affected by his/her compensation and why you believe this to be so
Be sure that any citations or references are in proper APA format. Also, be sure to include an APA reference to your article.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit VIII Research Project**

Select one of the U.S. Federal Pay Regulations from Exhibit 17.1 on pp. 594-596. Using the CSU Online Library, conduct additional research on one of the regulations. Your research project should be a minimum of three pages and should include a literature review. Page count does not include the title page or reference page. Include in your research:

- History of the Act
- Why it was created
- How it influenced the area of human resources and compensation
- What the future holds for the act
- How it affected the employer and the employee
- Do you agree with this act? Why or why not?

Your paper should follow APA Guidelines and all references should be cited.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**APA Guidelines**

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU’s Citation Guide by clicking [here](#). This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

**Grading Rubrics**

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Assessment (Written Response) and (2) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

*Again, it is vitally important for you to become familiar with these rubrics because their application to your Assessments and Assignments is the method by which your instructor assigns all grades.*
Final Examination Guidelines

Final Exams are to be administered to students by an approved Proctor. CSU approves two, flexible proctoring options: a standard Proctor, who is chosen by the student and approved by the university, or Remote Proctor Now (RP Now), an on-demand, third-party testing service that proctors examinations for a small fee.

Students choosing RP Now must have an operational webcam/video with audio, a high-speed internet connection, and the appropriate system rights required to download and install software.

To review the complete Examination Proctor Policy, including a list of acceptable Proctors, Proctor responsibilities, Proctor approval procedures, and the Proctor Agreement Form, go to the myCSU Student Portal from the link below.

http://mycsu.columbiasouthern.edu

You are permitted four (4) hours to complete this exam in the presence of your approved Proctor. This is an open book exam. Only course textbooks, writing utensils, and a calculator, if necessary, are allowed when taking proctored exams. Other materials are not permitted unless specified in the examination instructions and only the sources identified in the instructions may be used as source material.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.
Grading

Assessments (6 @ 4%) = 24%
Unit II PowerPoint Presentation = 12.5%
Unit IV Case Study = 12.5%
Unit V Article Critique = 12.5%
Unit VIII Research Project = 12.5%
Final Exam = 26%
Total = 100%

Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
<table>
<thead>
<tr>
<th>Unit I</th>
<th>Introducing the Pay Model and Pay Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>☐ Unit Study Guide</td>
</tr>
</tbody>
</table>
| **Read:** | ☐ Chapter 1: The Pay Model  
☐ Chapter 2: Strategy: The Totality of Decisions  
☐ Supplemental Reading: See Study Guide |
| **Submit:** | ☐ Assessment |
| Notes/Goals: | |

<table>
<thead>
<tr>
<th>Unit II</th>
<th>Internal Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>☐ Unit Study Guide</td>
</tr>
</tbody>
</table>
| **Read:** | ☐ Chapter 3: Defining Internal Alignment  
☐ Supplemental Reading: See Study Guide |
| **Submit:** | ☐ PowerPoint Presentation  
☐ Proctor Approval Form |
| Notes/Goals: | |

<table>
<thead>
<tr>
<th>Unit III</th>
<th>Job Design</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review:</strong></td>
<td>☐ Unit Study Guide</td>
</tr>
</tbody>
</table>
| **Read:** | ☐ Chapter 4: Job Analysis  
☐ Chapter 5: Job-Based Structures and Job Evaluation  
☐ Chapter 6: Person-Based Structures  
☐ Supplemental Reading: See Study Guide |
| **Submit:** | ☐ Assessment |
| Notes/Goals: | |
## Unit IV: Setting Competitive Wages

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- Chapter 7: Defining Competitiveness
- Chapter 8: Designing Pay Levels, Mix, and Pay Structures
- **Supplemental Reading:** See Study Guide

**Submit:**
- Assessment
- Case Study

---

## Unit V: Employee Contributions: Determining Individual Pay

**Review:**
- Unit Study Guide

**Read:**
- Chapter 9: Pay-for-Performance: The Evidence
- Chapter 10: Pay-for-Performance Plans
- Chapter 11: Performance Appraisals
- **Supplemental Reading:** See Study Guide

**Submit:**
- Assessment
- Article Critique

---

## Unit VI: Understanding Benefits

**Review:**
- Unit Study Guide

**Read:**
- Chapter 12: The Benefit Determination Process
- Chapter 13: Benefit Options
- **Supplemental Reading:** See Study Guide

**Submit:**
- Assessment

---

Notes/Goals:
## Unit VII: Extending the System

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 14: Compensation of Special Groups
- [ ] Chapter 15: Union Role in Wage and Salary Administration
- [ ] **Supplemental Reading:** See Study Guide

**Submit:**
- [ ] Assessment
- [ ] Request to take Final Exam

**Notes/Goals:**

## Unit VIII: Managing the System

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 17: Government and Legal Issues in Compensation
- [ ] Chapter 18: Management: Making it Work
- [ ] **Supplemental Reading:** See Study Guide

**Submit:**
- [ ] Research Project
- [ ] Final Exam

**Notes/Goals:**