Course Description

Presents fundamental concepts, issues, and techniques associated with designing, managing, and evaluating compensation and benefits programs for increased organizational performance and competitive staffing.

Course Textbook


Course Learning Objectives

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

1. Discuss and describe the historic implications of the growth of the study of strategic compensation.
2. Analyze and discuss the influence that employees, employers, unions, and the government have on a compensation program.
3. Analyze the Civil Rights Act of 1964, the Bennett Amendment, and Executive Order 11246 and discuss how each has affected compensation practices.
4. Compare and contrast merit pay plans and incentive pay plans.
5. Discuss and describe in your own words job-content evaluation approaches.
6. Analyze a compensation program and develop a compensation survey.
7. Discuss workers’ compensation and describe in your own words how it benefits workers.
8. Discuss the various types of pension plans and describe the factors that should be considered before opting for one particular type.
9. Describe the categories of workers and discuss how pay and benefits apply in each category.
10. Explain the job evaluation process.

Credits

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

Course Structure

1. **Unit Learning Objectives:** Each unit contains Unit Learning Objectives 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 their course of study.
4. **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.
5. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.
6. **Unit Assessments:** This course contains seven Unit Assessments, one to be completed at the end of Units I-VII. Assessments are composed of multiple-choice questions and written response questions. A grading rubric is included with the Unit II Assessment. Specific information about accessing these rubrics is provided below.
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 the Unit II, IV, V, and VIII Assignments. 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.

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**Unit Assignments**

**Unit II Case Study**

Mary is a model employee and works as a supervisor for a construction company. She has been an employee for more than 15 years. Mary is the only female supervisor and one of only a handful of women in a very male dominated company. Her male peers have been there on average five years less and have been promoted much faster than Mary. She is the only one with an advanced degree. Mary likes her job and does not have any complaints about how she is treated.

One day after a particularly long hard day at work, Mary and some of her peers decide to go out to dinner. At dinner, a couple of her male co-workers start discussing salary and talking about other job offers with more money. Mary realized that that all of her male counterparts were currently making at least $5,000 more a year than her. After talking with the other supervisors, she determined that she has been making less, with no immediately discernible reason, for at least the last five years.


Your response should be at least two pages (double spaced) in length. All references and citations used must be in APA style.

**Unit IV PowerPoint Presentation**

You are the compensation manager for a growing manufacturing company. The CEO has decided that the company needs to have a formal pay structure, something they have not had in the past. Create a PowerPoint presentation explaining the specific steps you need to take to create a new pay structure. Include your recommendations for each step. Your PowerPoint should consist of no less than seven slides, not including your title slide and reference slides. Any citations or references should be in APA format.

**Unit V Article Review**

Employers have the right to decide what benefits to offer which employees other than those legally required. Some employers choose to provide benefits only to full-time employees, while some choose to include part-time employees in their benefit plans. Read the following article: [http://abcnews.go.com/Business/companies-offering-health-care-benefits-perks-part-time/story?id=14805107](http://abcnews.go.com/Business/companies-offering-health-care-benefits-perks-part-time/story?id=14805107). Summarize the benefits that each company provides to part-time employees. Discuss the pros and cons of offering such benefits to part-time employees. If you were responsible for making the decision of whether or not to provide benefits to part-time employees what would you do, and why?

Your review should be at least 500 words in length and should be formatted using APA style. Use your own words, and include citations and references as needed to avoid plagiarism.

**Unit VIII Scholarly Activity**

You are the total rewards director for a large domestic manufacturing company. The CEO has announced that they will be opening a new foreign production plant next year in Mexico. This new plant needs to be up and running by the deadline set by the CEO. In order to meet that deadline the company must send ten U. S. based employees, including some upper-level managers, to Mexico to get the new plant functional.
The CEO has come to you and asked for you to design a comprehensive and effective international compensation package to encourage the employees selected to take the assignment. Draft a memo to the CEO explaining the new international compensation program. In your memo you will need to describe the exact level of pay and benefits you want to commit to the program. For the purposes of this exercise you can assume that all 10 expatriate positions are equal and the domestic equivalent salary is $80,000. Make sure you indicate which base pay calculation you have chosen and what benefits should be offered. Be as specific as possible and provide references to support your answer.

Your answer should be at least two pages (double spaced) in length and make sure you apply APA format to your assignment.

**APA Guidelines**

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guidelines Summary” is available for you to download from the APA Guide Link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

**Blackboard Grading Rubrics**

**Unit Assessment Rubrics**

One or more “written response” questions in this course utilize a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of the written response question. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback.

You are encouraged to view the rubric before submitting your response. This will allow you to review the evaluation criteria as you prepare your response. You may access the rubric by clicking on the “View Rubric” icon next to the written response question within the assessment. Upon receiving your assessment grade, you may view your grade breakdown and feedback in the rubric within the assessment.

**Assignment Rubrics**

One or more assignments in this course utilizes a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of an assignment. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback for the assignment.

You are encouraged to view the assignment rubric before submitting your work. This will allow you to review the evaluation criteria as you prepare your assignments. You may access the rubric in “My Grades” through the “Tools” button in your course menu. Click the “View Rubric” link to see the evaluation criteria for the assignment. Upon receiving your assignment grade, you may view your grade breakdown and feedback in the rubric.

**CSU Grading Rubric for Papers/Projects**

The course papers will be graded based on the CSU Grading Rubric for all types of papers, unless otherwise specified within assignment instructions. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or access it through the CSU Grading Rubric link found in the Learning Resources area of the myCSU Student Portal.

**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 utensil, and a calculator, if necessary, are allowed when taking proctored exams.

**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.

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**

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Discussion Boards (8 @ 2%)</td>
<td>16%</td>
</tr>
<tr>
<td>Unit Assessments (7 @ 3%)</td>
<td>21%</td>
</tr>
<tr>
<td>Unit II Case Study</td>
<td>10%</td>
</tr>
<tr>
<td>Unit IV PowerPoint Presentation</td>
<td>10%</td>
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<tr>
<td>Unit V Article Review</td>
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<td>Unit VIII Scholarly Activity</td>
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<td>Final Exam</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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**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.
# MHR 6901, Compensation Management
## Course Schedule

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

### Unit I: Strategic Compensation

<table>
<thead>
<tr>
<th>Review:</th>
<th>☐ Unit Study Guide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>☐ <strong>Learning Activities</strong>: Instructions are below Written Lecture.</td>
</tr>
<tr>
<td>Read:</td>
<td>☐ Chapter 1: Strategic Compensation: A Component of Human Resource Systems</td>
</tr>
<tr>
<td>Discuss:</td>
<td>☐ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
</tr>
<tr>
<td>Submit:</td>
<td>☐ Assessment by Tuesday, Midnight (Central Time)</td>
</tr>
</tbody>
</table>

### Unit II: Influences on Compensation and Traditional Bases for Pay

<table>
<thead>
<tr>
<th>Review:</th>
<th>☐ Unit Study Guide</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>☐ <strong>Learning Activities</strong>: Instructions are below Written Lecture.</td>
</tr>
<tr>
<td>Read:</td>
<td>☐ Chapter 2: Contextual Influences on Compensation Practice</td>
</tr>
<tr>
<td></td>
<td>☐ Chapter 3: Traditional Bases for Pay: Seniority and Merit</td>
</tr>
<tr>
<td>Discuss:</td>
<td>☐ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
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<td></td>
<td>☐ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td>Submit:</td>
<td>☐ Assessment by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td></td>
<td>☐ Case Study by Tuesday, Midnight (Central Time)</td>
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<td>☐ Proctor Approval Form</td>
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</table>

### Notes/Goals:

### Unit III: Incentive and Person Focused Pay

<table>
<thead>
<tr>
<th>Review:</th>
<th>☐ Unit Study Guide</th>
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<tbody>
<tr>
<td></td>
<td>☐ <strong>Learning Activities</strong>: Instructions are below Written Lecture.</td>
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<tr>
<td>Read:</td>
<td>☐ Chapter 4: Incentive Pay</td>
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<td>☐ Chapter 5: Person-Focused Pay</td>
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<td>Discuss:</td>
<td>☐ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
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<td></td>
<td>☐ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)</td>
</tr>
<tr>
<td>Submit:</td>
<td>☐ Assessment by Tuesday, Midnight (Central Time)</td>
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### Notes/Goals:
## MHR 6901, Compensation Management

### Course Schedule

<table>
<thead>
<tr>
<th>Unit IV</th>
<th>Compensation Systems</th>
</tr>
</thead>
</table>
| **Review:** | - Unit Study Guide  
- **Learning Activities:** Instructions are below Written Lecture. |
| **Read:** | - Chapter 6: Building Internally Consistent Compensation Systems  
- Chapter 7: Building Market-Competitive Compensation Systems  
- Chapter 8: Building Pay Structures That Recognize Employee Contributions |
| **Discuss:** | - **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| **Submit:** | - **Assessment** by Tuesday, Midnight (Central Time)  
- **PowerPoint Presentation** by Tuesday, Midnight (Central Time) |

**Notes/Goals:**

<table>
<thead>
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<th>Unit V</th>
<th>Employee Benefits</th>
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| **Review:** | - Unit Study Guide  
- **Learning Activities:** Instructions are below Written Lecture. |
| **Read:** | - Chapter 9: Discretionary Benefits  
- Chapter 10: Employer-Sponsored Retirement Plans and Health Insurance Programs  
- Chapter 11: Legally Required Benefits |
| **Discuss:** | - **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| **Submit:** | - **Assessment** by Tuesday, Midnight (Central Time)  
- **Article Review** by Tuesday, Midnight (Central Time) |

**Notes/Goals:**

<table>
<thead>
<tr>
<th>Unit VI</th>
<th>Compensating Executives</th>
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</table>
| **Review:** | - Unit Study Guide  
- **Learning Activities:** Instructions are below Written Lecture. |
| **Read:** | - Chapter 12: Compensating Executives |
| **Discuss:** | - **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| **Submit:** | - **Assessment** by Tuesday, Midnight (Central Time) |

**Notes/Goals:**
# MHR 6901, Compensation Management

## Course Schedule

### Unit VII: The Flexible Workforce

**Review:**
- Unit Study Guide
- **Learning Activities:** Instructions are below Written Lecture.

**Read:**
- Chapter 13: Compensating the Flexible Workforce: Contingent Employees and Flexible Work Schedules

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- Assessment by Tuesday, Midnight (Central Time)
- Request to take Final Exam

**Notes/Goals:**

### Unit VIII: Compensating Expatriates

**Review:**
- Unit Study Guide
- **Learning Activities:** Instructions are below Written Lecture.

**Read:**
- Chapter 14: Compensating Expatriates

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- Scholarly Activity by Tuesday, Midnight (Central Time)
- Final Exam by Tuesday, Midnight (Central Time)

**Notes/Goals:**