

MANAGING REWARDS SYSTEMS

Tentative Syllabus

Professor: SUSAN E. JACKSON

COURSE # 38:533:635, Spring 2012

Contact Information for Professor Jackson

E-mail: [sjackson\[at\]smlr.rutgers.edu](mailto:sjackson[at]smlr.rutgers.edu)

Office: Room 216 Janice Levin Bldg.

IMPORTANT NOTE: The course website will be your official and definitive source for all information about assignments, due dates, and specific class activities. This syllabus provides you with general guidance, to help you get started. Details of the course are likely to change to reflect the interest of students, ongoing current events, and so on. Therefore, after the semester begins, *you must use only the course website as your source for all assignments and course requirements.*

COURSE OVERVIEW

In this course, you will develop a detailed understanding of the many choices employers make when deciding how to compensate employees, and the consequences of those choices. By the end of this course, you should be able to think systematically about how the combination of external environmental conditions and internal organizational considerations shape the design of an organization's compensation system.

This course also provides you with an opportunity to develop a compensation plan for a specific organization using a simulation and software package. The simulation is a semester-long assignment that takes you through all of the major steps required to design a pay structure. Student teams will act as consultants whose job is to develop a compensation system for a company called Sonic Records. The project includes four major steps:

- Conduct a strategic analysis
- Develop a pay structure to achieve internal consistency
- Establish pay levels that are competitive in the external labor market
- Create a means for recognizing individual performance achievements

The course requires you to be actively engaged during each class and also between class meetings. In all of our interactions, everyone should strive to behave in ways that are consistent with the following guiding values:

- **Respect for Individuals:** We treat each other with respect and dignity, valuing individual and cultural differences. We communicate frequently and with candor, listening to each other, regardless of level or position. We silence our phones, beepers and pagers in the classroom.
- **Dedication to Collaborative Learning:** We build enduring relationships by understanding, anticipating, and striving to meet everyone's needs. We care for each other and learn from each other.
- **Highest Standards of Integrity:** We are honest and ethical in all of our education and business activities, starting with how we treat each other. We keep our promises and admit our mistakes.

- **Teamwork:** We encourage and reward both individual and team achievements. We freely join with colleagues across cultural, educational, and social boundaries.
- **Accountability:** Each of us takes ownership for our success. Our rewards are determined by our results.
- **Excellence:** We will be satisfied with nothing less than being the best in everything we do.

READINGS (REQUIRED)

- Website:** When you register for this course, you will be given information that allows you to access the class website.
- Textbook:** George T. Milkovich, Jerry M. Newman, and B. Gerhart. *Compensation, 10e*. New York, NY: McGraw-Hill, 2011.
- Case:** David Barcelona and Joseph Martocchio. *Building Strategic Compensation Systems, 6e* (Student Manual and software). Boston, MA: Prentice Hall.

ASSIGNMENTS

1. **Team presentations (20%).** You will be assigned TWO topics for team presentations. Guidelines for your team presentations (10 points each) are available on the course website.
2. **Individual case analysis (30%).** You will work in a team to develop a compensation system for Sonic Records, but each person will prepare an individual final write-up.
3. **Two Exams (50% total).** Two exams will be given to test your understanding of the course material, including ALL readings, cases, assignments, and class discussions. The exams will include multiple choice questions that test your comprehension of the course.

GRADING

Individual Case Analysis 1 integrative written analysis 30 points	30%
Team Presentations Two @ 10 points each 20 points	20%
Exams (multiple-choice and true/false items) 2 Exams; 25 points each	50%
TOTAL (100 points)	100%

Everyone will have the opportunity to do well in this course. The grading scale is as follows:

- A 100-91
- B+ 90-88
- B 87-81
- C+ 80-78
- C 77-71
- D 70-68
- F 67 or less

