

HRM: 38:533:614:01  
Sel Problems – Benefits  
Fall 2022 – Monday's (4:30 to 7:20pm)  
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**SMLR Learning Objectives:** This course is designed to help students attain the following SMLR learning objectives

**I) Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional.**

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce quality research papers with proper convention of attribution/citation
- Produce high quality executive summaries
- Make an argument using contemporary and/or historical evidence
- Present ideas and arguments in a logical and effective way

**II) Quantitative, Qualitative and Analytical Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.**

- Formulate, evaluate, and communicate conclusions and inferences from quantitative information
- Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
- Apply qualitative methods appropriately, alone and in combination with quantitative methods

**Course-Specific Learning Goals:** Upon completion of this course students should understand:

1. The role of benefits from the employee and employer perspective.
2. How benefits actually work and are utilized within an organization.
3. How organizations use benefit programs to further their business strategies.
4. The impact of government, societal needs, tax, law and regulation on benefit practices.
5. The different types of benefit programs and how employers utilize to reach their HR objectives.
6. The underlying costs and value of benefit programs.
7. The ways organizations select, deliver, administer and communicate benefits to employees.
8. The interaction and integration of public, government funded programs with employer provided private programs.
9. How organizations operate regarding funding, governance and grievance resolution of benefit programs.
10. The role of employee benefits in a total rewards program.

**Texts:** There is no text book for this class. The course material is composed of Lectures, questions and answers exercises and class discussions. Other readings may be assigned from time to time. Students will be accountable for such materials on exams.

**Course Description:**

Employee benefits have become an increasingly large portion of labor costs for most employers. Benefits are viewed by most employees as entitlements, and employer efforts to control or reduce costs to remain competitive in global markets have met with stiff resistance by employees, unions, impacted industries (e.g., insurance, health care), and the government. Given that setting, it is critical that human resource professionals understand how individual benefits programs work, what strategies and options are available to organizations, and how benefits programs can be integrated into reward systems, human resource programs and, most importantly, the business strategy.

The perspective taken in this course is that of the employer (and HR professional), and the goal is an understanding of how an employer can design, implement and administer a benefits program that serves major employer, employee and societal needs. While much detailed information will be covered, the course goals do not include memorization of detailed statistics, sub clauses of legislation, or similar materials, but rather knowledge of program characteristics, the impact of work force strategy and understanding what programs might be useful/valuable for a specific organization as well as potential (e.g., legal, regulatory, tax) problems that would require further research before implementation.

Additionally, an understanding of the ways organizations integrates mandated programs (e.g., Social Security, Medicare, Worker's Compensation and Unemployment Insurance) with their own benefit programs is important. Similarly, an understanding of options in administration of programs is necessary, as is the nature of employee communication programs useful in enabling employees to help make sure their benefits choices and benefits-related behaviors (e.g., medical plan choices, savings elections) meet their needs. Recent trends in benefits management, including cost controls, cost shifting programs, and other strategies as well as the outsourcing of benefits administration will be covered.

Because of the wide variety of benefits available, a fairly standard classification of programs will be used to organize the course:

1. Retirement and capital accumulation programs
2. Income protection benefits
3. Health care programs
4. Paid time off
5. Legally required plans
6. Work/Life benefits

### **Course Delivery Format:**

The course delivery mode is an "in classroom" setting.

We will be utilizing this Canvas learning management system to access learning materials, post lectures, make announcements, post discussion items, communicate, and deliver take home exams, assignments and the project presentation. Be sure to check this site frequently as there will be announcements and instructions.

### **Attendance**

Formal attendance will not be taken for this course. But to attain the maximum amount of learning as well as participate in discussions on relevant HR matters, it is anticipated that students will be in class. Should issues prevent attendance (illness, personal, etc.), please be sure to contact me.

### **Midterm and Final Examinations:**

The **midterm and final examinations** are both take home assignments. The **midterm** will consist of questions based on the materials covered to that point. Questions will be based on lecture material and reading assignments. Each question will require research and review of class materials and must be written in a business format. The **final** will consist of questions based on all class lectures and reading materials from the entire semester and must also be written, again, in a business format.

### **Project:**

The purpose of the project is to make sure that you cover a benefits topic in depth. The project will require research and the deliverable will be a written report and a Power Point presentation (to be given to your classmates). The report should be written as if you were the Benefits Lead in an organization and you have been asked to do a "white paper" on the selected benefit topic. It should be written for someone with no specific knowledge of the benefit program selected other than what appears in the popular press.

**Grading Components:**

Midterm Examination	30%
Final Examination	30%
Project	40%

**Grading Scale**

A	= 90 -100
B+	= 88 -89
B	= 80- 87
C+	= 78-79
C	= 70-77
F	= 60-69

**Please note, the syllabus is preliminary and subject to change based on circumstances that might present themselves during the course of the semester.**

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**Select Problems - Benefits**  
**Fall 2022**  
**Anticipated Schedule and Subject to Change**

<b>Date</b>	<b>Topics</b>	<b>Important Milestones</b>
<b>9/12</b>	Introduction, benefits history, rationale, rewards, strategies, framework and programs	
<b>9/19</b>	The environment for benefits programs, workforce demographics, cost, social and legislative interests	
<b>9/26</b>	Retirement history, Personal Savings, Social Security, Defined Benefit Pension Programs and Pension Funding and Accounting	<b>Project Selection</b>
<b>10/3</b>	Defined Contribution Retirement Programs, and Investment Concepts	
<b>10/10</b>	Profit Sharing and 401(k) plans	
<b>10/17</b>	ESOP's, Cash Balance plans and comparison DB vs. DC	
<b>10/24</b>	Income Protection Programs, insurance terminology, Workers Compensation, Unemployment Insurance, Disability Benefits and Life Insurance	
<b>10/31</b>	Healthcare history, why offered by employers, unique challenges, terminology, costs and cost containment initiatives	<b>Mid Term Pass Out</b>
<b>11/7</b>	Flexible Benefits, Indemnity, Managed Care, HMOs, PPOs and HDHP. Dental, Drug, Vision and Long-Term Care	<b>Mid Term Exam Due</b>
<b>11/14</b>	Paid Time Off	
<b>11/21</b>	Work Life Benefits: Dependent Care, Adoption Assistance, Family Leaves, EAP's, Tuition Reimbursement and other benefits	
<b>11/28</b>	Outsourcing, Vendor Management, Communications and Program Effectiveness	<b>Final Exam Pass Out</b>
<b>12/5</b>	What to Expect at the Next level	
<b>12/12</b>	Last Class and Semester Wrap Up	<b>Final Exam Due</b> <b>Project Due</b>