

**HRM & Benefits 37:533:318**  
**Spring 2020**  
**Monday and Thursday**  
**1:40 to 3:00 pm**  
**Tillett Hall - 226**

Professor - Vince Sweeney  
Voice: 201-450-1109  
Email: [vjsweeney@gmail.com](mailto:vjsweeney@gmail.com)

Teaching Assistant – David Bruckel  
Mobile: 1-609-339-0418  
Email: [drb201@scarletmail.rutgers.edu](mailto:drb201@scarletmail.rutgers.edu)

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**SMLR Learning Objectives:** This course is designed to help students attain the following SMLR learning objectives:

**(I) Written and 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 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

**(V) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions**

- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work.
- Analyze a contemporary global issue in their field from a multi-disciplinary perspective.
- Analyze issues related to business strategies, organizational structures, and work systems.
- Analyze issues of social justice related to work across local and global contexts (LSER).
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM).

**(VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance**

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work.
- Understand the legal, regulatory and ethical issues related to their field.
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM).
- Understand the internal and external alignment and measurement of human resource practices (HRM).

**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 governments, society, tax, law and regulation on benefit practices.
5. The different types of benefit programs and how employers utilize to attain 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 the Lectures, Polleverywhere questions and answers and Assignments/Exercises. Readings will be assigned from time to time. Students will be accountable for such materials both in terms of questions during class and the examinations.

**Course Description:**

Employee benefits are complex, expensive, very personal and many times misunderstood. The first goal of this class is to have you understand how benefits actually work. If, for example, an organization decides to provide retirement income to its employees, what are its choices? What are the positives and negatives of each choice for the organization and for the employees? Understanding benefits strategy, legal requirements covering benefits, and workforce demographics provides a context for the organization's employee benefits decisions.

We will also examine many public policy issues such as the role of the employer, government and employees themselves in providing pensions, healthcare and other employee benefits. As you may be aware, much of the national policy discourse over the last several years has focused on benefits issues and this course will provide the background so you may judge, for yourself, which proposals are reasonable.

Additionally, an understanding of the ways organizations integrate mandated programs (e.g., Social Security, Medicare, and State Disability) 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 and investment decisions) meet their needs. Recent trends in benefits management, including cost controls, cost shifting, and other strategies as well as the outsourcing of benefits administration will be covered. Lastly, the course relies on a base of employment law, tax law, management, organizational dynamics and economics.

**Attendance:**

Attendance will be observed and noted. There will be PollEverywhere question and answer sessions that take place in class and those not participating will lose points on their participation score. We will also ask questions of students (chosen randomly) and those not there to answer will lose points on their participation score. Selection will be randomized so if a student is not in attendance, that individual may be called on more than once in any class period.

**Examinations:**

There will be two (2) non-cumulative examinations as noted on the course schedule. Each exam will cover approximately one-half of the course material. Each examination will be worth 30% of the course grade.

An examination grade of "0" will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness (verified by a note from a doctor), inclement weather only when the Rutgers Information Service (848-932-INFO) indicates that Rutgers is closed, religious holidays, when the instructor emails the class announcing class is suspended or other dire family or personal circumstances.

Students with learning disabilities should present a statement to that effect with appropriate documentation as early in the semester as possible, but certainly prior to the first examination.

A makeup exam will be held at a time convenient to the instructor when all students needing to take the makeup can be present. An examination cancelled by the instructor will be held at the next regularly scheduled class period.

**Assignments/Exercises:**

Six (6) assignments/exercises are to be done out of class (homework) and turned in via the Assignment Tab on Sakai (the tentative dates are indicated on the class schedule). The exercises will be posted on Sakai. Each exercise is worth 5 points. Exercises not turned in on the due date without a valid excuse (note Examinations section above) will receive reduced or no points.

**Participation:**

Everyone starts the class with 10 points for participation. Points will be lost for not being present, missing Polleverywhere sessions or when called on in class and for unacceptable classroom conduct (as described below).

**Grading:**

Grades will consist of the following components. Note that each examination will earn a grade of 0 to 100. Grades on the two examinations will be adjusted to account for 30% of the course score when calculating the final score for the course.

Mid Term Examination	30%
Final Examination	30%
Exercise 1	5%
Exercise 2	5%
Exercise 3	5%
Exercise 4	5%
Exercise 5 & 6	10%
Participation	10%

**Grading Scale:**

A	= 90 -100
B+	= 85 -89
B	= 80- 84
C+	= 75-79
C	= 70-74
D	= 60-69
F	= 59 or below

**Lecture Notes:**

The PowerPoint slides for the lectures as well as the Polleverywhere questions and answers will be posted on the course's Sakai website.

**Academic Honesty:**

The rights of students will be protected to insure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted under University policies.

**Classroom Conduct:**

It is assumed that students will conduct themselves in a professional, personal and socially responsible manner while in class. To ensure a good learning experience for all students, the following are not permitted in class:

- Cell phones, pagers, text messaging, laptop computers, tablets and smart phones except used for PollEverywhere
- Sleeping, talking, disruptive, studying or doing homework for other courses
- Arriving at class late or leaving class early

When these behaviors are detected, it is hard to argue you are participating in the class. Points will be deducted from your Participation Score.

Lastly, let me emphasize.....if you do the required exercises and class work, attend and participate in class and engage in in classroom Polleverywhere sessions when conducted, you will receive a good grade. If you do not do the required work, do not participate in class or do not respond/attend the in classroom Polleverywhere sessions when conducted, you will be held accountable and your grade will suffer.

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**Anticipated Schedule and Dates are subject to change based on course progress.**

Date	Topic	Important Milestones
1/23	Introduction,	

	Benefit Strategy	
1/27	The environment for benefits programs Employee and workforce demographics	
1/30	Cost considerations Social and legislative impacts	
2/3	Retirement Individual Savings and Social Security	<b>Exercise 1 due</b>
2/6	Defined Benefit Pensions Programs	
2/10	Defined Contribution Retirement Programs Investment Concepts	
2/13	Profit Sharing and 401(k)	<b>Exercise 2 due</b>
2/17	401(k), ESOPS Cash Balance Pensions	
2/20	Pension Funding and Accounting Comparison DB vs. DC	
2/24	Workers Compensation Unemployment Insurance	<b>Exercise 3 due</b>
2/27	Disability Benefits Life Insurance	
3/2	<b>Exam Review</b>	
3/5	<b>Mid Term Examination</b>	<b>Mid Term Examination</b>
3/9	Medical, other Health Benefits, Challenges and Terminology	
3/12	Cost considerations, Cost Management and Funding	
3/16, 3/19	<b>No Class – Spring Break</b>	<b>No Class</b>
3/23	Flexible Benefits, Indemnity, Managed Care, HMO's PPO's and HDHP's	
3/26	Wellness	
3/30	Dental, Drug, Vision, and Long Term Care	
4/2	Health Care Trends	
4/6	Paid Time Off	<b>Exercise 4 due</b>
4/9	Work Life Benefits: Dependent Care,	
4/13	Family Leave, Adoption Assistance, EAP's, Education Assistance	
4/16	Flextime, Housing, Business Travel, Miscellaneous	
4/20	Outsourcing	
4/23	Communications	
4/27	Measuring Effectiveness	
4/30	What to expect at the Next Level	
5/4	<b>Exam Review and Last Class</b>	
?	<b>Final Examination to be scheduled</b>	<b>Final Examination</b>