

Compensation and Rewards * 37:533:313:90 & 91
Spring 2026
Human Resource Management Department
School of Management & Labor Relations
Rutgers, The State University of New Jersey

Professor: Justin Lacy, J.D.	Email: jl3311@smlr.rutgers.edu
Office Hours: By appointment	Course Learning Management System: Canvas

Course Expectations

COURSE DESCRIPTION: This course provides students knowledge of compensation principles and a brief overview of benefits. You will learn about pay and rewards program design and implementation, legal issues related to pay and strategic decision-making related to pay. This course is for aspiring HR professionals and leaders that will make compensation decisions.

REQUIRED TEXTBOOK

Compensation: by Barry Gerhart (14th edition)
ISBN: 978-1-264-08090-8

METHOD OF INSTRUCTION: This is an **asynchronous online** course delivered via the [Canvas Learning Management System](#). To access Canvas, you must use your netID and password. **All course announcements are posted to Canvas, and sent to your Rutgers email address, so you should be sure to regularly check this email address.** It is an asynchronous course, which means that all of the course activities occur at your convenience (based on the deadlines given each week), and there are no required meeting times. However, there will be opportunities for a virtual office hour or live chat session to address course questions.

Online courses require discipline, dedication and excellent time management skills. As a student in this course, I expect that you will:

- **Read the assigned textbook chapters and watch the lecture videos early during each week.** Doing so allows you to be an active informed participant during the discussion forum for each week.
- Check Canvas often, as in, every day!
- All course material is subject to assessment, even if it was not covered during the lecture video. Your success is directly related to your individual efforts in this course.

TECHNOLOGY REQUIREMENTS: You will need a reliable stable Internet connection, as well as a reliable computer, whether a desktop, laptop or tablet. Preferred operating system of Windows 07 or above or Mac OS X 10.7 or above to use the MyLab platform for quizzes and assignments. It is a good idea to figure out an alternative option should your current machine fail you. That is, do you have another computer at home or at work, can you access your local library or even on your Internet-enabled mobile device?

Course Deliverables

This course is organized into weekly Modules on Canvas. Each week begins on Monday at 9:00AM EST and ends on Sunday at 11:59PM EST. **You will need to complete all of the week's activities by Sunday of each week unless stated otherwise.** Within each week's module will be:

- Weekly Topic Introduction
- Topic Lecture and Notes
- Multimedia (lecture videos, interviews, podcasts, etc.)

Within each week's module you may be assigned the following. See course schedule for more detail.

- Assignments
- Weekly Discussion Forum (minimum 2 posts per forum)
- Course Project Check Points
- Exams

ASSIGNMENTS: Throughout the semester, you will be assigned exercises to solidify the course concepts through quantitative problem solving and open-ended questions.

DISCUSSION FORUMS: Each discussion forum will have questions related to that week's lecture topic, notes, and/or reading. You are required to **provide at least one original response to the Instructor's post by Thursday night and two original responses to your classmates' posts by Sunday night.** You are expected to follow the discussion forum expectations for a successful and inclusive course experience.

Discussion Forum Expectations: As a class, we have entered into an academic contract, and as such, students are expected to practice professionalism at all times. It is expected that you will be respectful and courteous to your colleagues throughout all of your interactions. Inappropriate behavior, offensive language, harassment, or posting of any media that could be considered offensive is prohibited and will not be tolerated in this course. Here are some useful Guidelines for communicating in this course:

- ***Timeliness is important:*** a good discussion entails keeping the dialogue going (throughout the given week) with your colleagues. To facilitate the dialogue, it is critical you adhere to the Discussion post due dates, so you have sufficient time to respond to each other's posts. Please do not wait until the last day to post your responses.
- ***Be courteous:*** use appropriate language. Do not use offensive language. Be mindful of your tone. Use humor cautiously, as everyone may not share your sense of humor. In general, don't be a jerk!
- ***Respect others:*** if you do not agree with someone's point of view, explain your view and your reason for not agreeing in a respectful manner. Using ALL CAPS, for example, may indicate anger or frustration. If you want to emphasize your point, you can *italicize* or **bold** your font.
- ***Show a scholarly attitude:*** refrain from responding with just "I agree" or "I don't agree". Be sure to support your reasoning in a well-written response, provide appropriate references and analysis.
- ***Stay on topic:*** focus on the question asked in the discussion forum.
- ***Adhere to deadlines:*** submit your post by the specified due date. This ensures that everyone has a chance to view/read and respond to the posts.
- ***Beware of the credibility of your resources:*** when you post articles or other resources make sure the articles are relevant to the topic and come from a credible source.

- **Give proper credit:** if you are making references to other's work (articles, papers), be sure to acknowledge the author(s) and properly cite and reference the resource.
- **Avoid spamming:** do not post resources that you suspect may be spam.
- **For private matters use email:** if you need to discuss a private matter with the professor, teaching aide or with other students in the class, do so through your Rutgers email or the Canvas Inbox feature. **Do not** post discussions of a personal matter to the discussion board.
- **Use your Rutgers email address:** for communicating coursework or any other activities related to your course, please use your Rutgers email address. This minimizes the risk of hacking and spam related interruptions to your email.
- Additional Resources:
 - [Discussion Board Netiquette](#)
 - [15 Rules of Netiquette for Online Discussion Boards](#)

COURSE PROJECT: Students will complete a semester-long compensation project worth 200 points. There will be checkpoints throughout the semester to help ensure each student is on the right track with the project.

EXAMS: There will be two (2) examinations and will be delivered online via Canvas. Exams will be objective multiple-choice and short answer questions. Both exams will be worth 150 points each. Exams will be take home and open book/open note. Exams must be taken alone.

NOTE: Please thoroughly proofread all work before submission; check your spelling, word usage and ease of reading, as points may be deducted for such errors. Assignments submitted after the due date may be accepted at the discretion of the professor and are subject to a 10% grade penalty per day.

Assessment	Total Points	% of Grade
Class Assignments	150	27
Exams (2)	200	36
Course Project (3 Checkpoints)	200	37
Total	550	100

ACADEMIC INTEGRITY: Academic dishonesty is harmful to students, faculty, the university and society. Academic dishonesty includes any unauthorized collaboration or misrepresentation in the submission of academic work. In all written work, the student's name on the work is considered a statement that the work is theirs alone, except as otherwise indicated. Students are expected to provide proper citations for the statements and ideas of others whether submitted word for word or paraphrased. Failure to provide proper citations is considered plagiarism and offenders will be subject to the charge of plagiarism. Work submitted by students on quizzes, assignments, and examinations should be an honest representation of that student's effort and should not involve unauthorized collaboration, unauthorized use of notes, or unauthorized access to prior information about the assessment. **All members of a team are responsible for the academic integrity of their submissions. To be clear, any submission with your name on it should meet the integrity standards of the HRM Department, the School of Management and Labor Relations, and Rutgers University.**

All incidents of academic dishonesty are reported to the HRM Undergraduate Program, the SMLR Academic Integrity Facilitator, as well as the Rutgers University Office of Student Conduct.

All students must read and affirm that they agree with the terms of the [Academic Integrity Contract](#) and complete the related Academic Integrity Assignment on Canvas.

Resources for Students

COURSE QUESTIONS: Should you have any administrative questions about exams, quizzes, due dates, attendance etc., please take the following steps: 1) first check the syllabus; 2) next, you can check the Canvas FAQ Forum to see whether others may have had the same question. 3) If your question has not been asked or answered, then you can pose your question in the Canvas FAQ Forum. 4) If you do not receive a response to your question within 24 hours, then you should email your teaching aide.

Should you have any questions about the course assignments, you can also pose your question in the Canvas FAQ Forum. If you do not receive a response to your question within 24 hours, then you should email your teaching aide. Please note that inquiries about a grade on a quiz or an assignment should be submitted to your teaching aide within two weeks. For example, an inquiry about Quiz 2 should not be submitted in Week 12 of the semester, so you should be sure to check your grades on Canvas regularly.

Should you have any questions about the course concepts, you can also pose your question in the Canvas FAQ Forum. If you do not receive a response to your question within 24 hours, then you should send me an email.

When sending an email to the professor or the teaching aide please be sure to title it appropriately as we do receive many emails so clear subject titles help us to sort them accordingly.

Please note that you should check the syllabus and Canvas FAQ Forum *before* sending an email to the professor. If the answer to your question is contained in one of those sources, this greatly reduces the likelihood of receiving a response to your email. You are welcome to and I encourage you to answer your classmates' questions in the Canvas FAQ Forum!

CHANGES TO THE SYLLABUS: This syllabus is the plan for the course however it is subject to modification at any time throughout the semester. Such changes will be posted in an Announcement on Canvas. You are responsible for abiding by the terms of the syllabus and any changes announced in class.

ACCOMMODATIONS: I am committed to providing a welcoming and accessible classroom for all students. Students who need accommodations due to a disability should provide me with the appropriate documentation from the Office of Disability Services for Students as early in the semester as possible, and definitely before the first exam.

University Statement on Accommodations: "Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as

early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>.”

The Office of the Dean of Students: “Our office helps students with exceptional difficulties due to medical, emotional, social, psychological, financial, confidential or family-related issues. We may provide letters to faculty for extended (a week or more) absences or circumstances that are complex, confidential or sensitive in nature. In these instances, the Dean’s role is to verify documentation of the student’s situation. The final decision is always up to the faculty regarding makeup exams, extensions, or other options.” Any student who is dealing with financial challenges that impact their food or housing security, and believes this may affect their performance in the course is urged to contact the Dean of Students office for support, <http://deanofstudents.rutgers.edu/>. You should also notify the professor if you feel comfortable doing so.

Counseling, ADAP & Psychiatric Services (CAPS)

CAPS is a University mental health support service that includes counseling, alcohol and other drug assistance, and psychiatric services staffed by a team of professionals within Rutgers Health services to support students’ efforts to succeed at Rutgers University. CAPS offers a variety of services that include: individual therapy, group therapy and workshops, crisis intervention, referral to specialists in the community and consultation and collaboration with campus partners, <http://health.rutgers.edu/medical-counseling-services/counseling>.

Crisis Intervention: <http://health.rutgers.edu/medical-counseling-services/counseling/crisis-intervention>

Report a Concern: <http://health.rutgers.edu/do-something-to-help/>

Violence Prevention & Victim Assistance (VPVA)

The Office for Violence Prevention and Victim Assistance provides confidential crisis intervention, counseling and advocacy for victims of sexual and relationship violence and stalking to students, staff and faculty. To reach staff during office hours when the university is open or to reach an advocate after hours, call 848-932-1181. www.vpva.rutgers.edu.

Course Learning Objectives

Visit the Rutgers School of Management & Labor Relations website for the full list of [SMLR Learning Objectives](#)

SMLR Learning Objectives for this course:

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

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)

Topics covered in this course:

- The role of compensation as a strategic business function
- Factors that influence compensation design and strategy
- Current and future trends in compensation
- The role of employment law in United States (US) compensation practice
- Approaches to designing and managing base pay, incentive pay, and benefits programs
- How compensation can influence the link between pay and performance
- The key concepts for quantifying economic elements in the discussion of pay and benefits outside the US

Topics not covered: Stock plan administration or executive compensation

Course Outline

Week	Topic	Chapter	Other Activities
January 20	Introducing the Pay Model and Pay Strategy	Introduction & Chapter 1	
January 26	Strategy: The Totality of Decisions & Defining Internal Alignment	Chapters 2 & 3	Course Project Introduction
February 2	Job Analysis	Chapter 4	
February 9	Job-Based Structures & Job Evaluation	Chapter 5	
February 16	Person-Based Structures	Chapter 6	
February 23	Defining Competitiveness	Chapter 7	Project Checkpoint #1 Due March 1
March 2	MIDTERM EXAM	Chapters 1-7	The Midterm Exam may be taken anytime between March 2 and March 8
March 9	Designing Pay Levels, Mix, and Pay Structures	Chapter 8	
March 16	NO CLASS – Spring Break	None	
March 23	Pay-for-Performance: The Evidence	Chapter 9	
March 30	Pay-for-Performance Plans	Chapter 10	Project Checkpoint #2 Due April 5
April 6	Performance Appraisals	Chapter 11	
April 13	The Benefit Determination Process	Chapter 12	

April 20	Benefits Options	Chapter 13	
April 27	Government and Legal Issues in Compensation and Management: Making It Work	Chapters 17 & 18	Final Project Checkpoint Due May 3
May 4	Pre-Finals Week	None	
May 11	FINAL EXAM	Comprehensive	The Final Exam may be taken anytime between May 7 – May 13