Compensation and Total Rewards
37:533:313:B6
Summer 2025
(Tentative Syllabus)

Instructor: Mary Evans, Mary.Evans@rutgers.edu
Online: Synchronous (and optional recorded Asynchronous), depending on each student's preference.

Teaching Assistant: TBD

Office Hours: Immediately before (appointment needed) or After class (no appointment)
{Note: Students are also able to email me with any questions or issues at any time, outside of office hours. I will respond as soon as I am able.**}**

Mailboxes: Labor Education Center (LEC), 50 Labor Center Way, Cook/Douglas campus; or Janice H. Levin Building**,** 94 Rockafeller Road, Suite 216, Livingston campus.

This class strives to accommodate the diverse student body, learning styles, needs and circumstances by offering flexibility and different levels of accessibility.

This class is hands-on and features assessment of projects and assignments, rather than a lecture course that uses exams to assess learning. This course provides students with various hands-on knowledge about compensation and reward systems. We will learn about different compensation practices, examine the pros and cons of each type, become familiar with the legal issues, design a strategy using a variety of criteria to compensate and reward employees, study how wages are set throughout companies, thoroughly understand employee benefits and what is legally required or discretionary, figure out how to pay high performers and executives, utilize tools and programs that will help determine the right strategy. We will also confront the challenges that compensation professionals will continue to face over the next decade. The course is conducted via recorded or online lectures, assignments, projects, guest speakers and a final project.

CONTACTING PROFESSOR:

 Students, have the responsibility to inform the professor of any changes to their emails and class performance or situations affecting their learning. Use **"37:533:313 plus your section"** in the Subject section to avoid being placed in my email spam / junk box. ***Make sure to sign your full name in all e-mail correspondence.***

You should check your e-mail regularly, especially on the day of class, to learn if there are any changes in the class schedule, class requirements, or for other general announcements.

COURSE MATERIAL

Class Material: PowerPoint slides for the lectures, announcements, and assignment instructions will be posted on the course's Canvas website: https://canvas.rutgers.edu/.

E-Textbook (optional):
Title: Strategic Compensation (Pearson Publications)
Author(s): Joseph J. Martocchio
Edition: 10th edition (The most cost efficient way of purchasing your e-textbook is by going through our classroom canvas page and purchasing it through the Pearson button. Please let me know if you have any financial issues procuring the e-textbook).

DETAILS ON COURSE REQUIREMENTS

CLASS AND LECTURE

Class will be conducted via WebEx, using lectures (synchronous or asynchronous) and exercises that are designed to help you apply the course concepts immediately to your everyday life as well as your future profession. This class is designed to have some FLEXIBLITY. Students are expected to view the Topic slide decks, lectures (they can choose Asynchronous recorded or Synchronous live) and complete all assignments, projects and assessments. Students are required to maintain communication with the professor and reach out for help when needed. Students are expected to understand how this class is conducted and to pay attention to due dates.

Synchronous lecture periods will include real-time interaction with the professor, lectures, discussions, group projects and case study. Students who chooses to be asynchronous, can complete all work individually. Students can be both synchronous and asynchronous. Weekly exercises and projects are graded on "complete" or "missing" basis, and help to apply course concepts related to real world examples, or your professional or personal future. Participating in these exercises will also provide real-world cases related to course concepts and will often give you the opportunity to interact with fellow students. You will be expected to build and design a complete compensation system by the end of the course.

***This class can support Full synchronous and Full asynchronous students. Synchronous students will have real-time access to the professor, designated lecture meeting times and more structured support and guidance. Asynchronous students will have the ability to be fully independent in their learning process. Synchronous and Asynchronous students have equal access to office hours and can email any questions.

This class can support virtual lectures or synchronous lectures (through live drop-in Webex meeting during designated lecture times) and Fully _Asynchronous_ accommodation. It has been designed to be flexible in the ability to accommodate different learning styles, needs and to be accessible. It is designed specifically to facilitate accessibility, flexibility, and uninterrupted fluidity in the learning environment. ***

*Invitation for remote class lectures will be sent via Canvas before the beginning of each class. We will be using WebEx. **MAKE SURE THAT YOUR CANVAS NOTIFICATION IS "ON" to receive announcements and any push notifications**.

EXAMINATIONS

There are no in-class exams or quizzes in this class. Instead, there are a variety of ways that your performance and comprehension of the material is assessed. This includes the weekly assignments, weekly projects, in-class work, and the final project (which acts as your final).

CUMALITIVE FINAL

There is a cumulative final project, which will be due on the last day of the class. It is open from the beginning of the semester until the end of the semester. You can work on it throughout the semester and ask any questions or seek help, up until the due date.

GRADING AND COURSE REQUIREMENTS

Activity	Points
Weekly Projects	35%
Weekly Assignments	30%
Guest speaker reflection	10%
Final Project (Independently done)	25%
Total	100%

	Grading Scale
90-100%	A
85-89.9%	B+
80-84.9%	B
75-79.9%	C+
70-74.9%	C
60-69.9%	D

"ROUNDING UP"

Rounding up for 'in between grades' will be based on multiple factors (effort, participation, attendance, etc…). For example, an 84.6% may round up to an 85% for a B+ if attendance and participation are exceptional; an 84.4% will in all but exceptional instances do not round up; and a 83.9% will not be considered for rounding up to a B+. You have ample opportunities and resources to succeed within this course, I highly encourage you to use them.

#	Date	Reading	Topic
0	May 28	Syllabus	• Introduction to Compensation and Total Rewards • Layout of the course • Course expectation • Your compensation and your true wage
1	May 28	Chapter 1 Chapter 2	• Strategic Concerns in Compensation • Contextual Determinants of Pay • Legal issues in Compensation: Worker Protections • Legal issues in Compensation: Equity
2	June 2	Chapter 3	• Traditional Bases of Pay: Seniority and Merit Performance Appraisals
3	June 4	Chapter 4	• Incentive Pay (Individual and Group Plans) • Incentive Pay (Organizational Plans)
4	June 9	Chapter 6	• Job Analysis • Job Evaluation
5	June 11	Chapter 7	Salary Survey
6	June 16	Chapter 8	Integrating Internal and External Data (Regression)
7	June 18	Chapter 8	Pay Policy
8	June 23	Chapter 9	• Discretionary Benefits: Categories of Benefits • Discretionary Benefits: Retirement
9	June 25	Chapter 11 Chapter 12	• Pay and Benefits for the Flexible Workforce: Contingent Workers, Flexible Work Schedules • Executive Compensation: Components and design • Executive Compensation: Theory and Ethics
10	June 30th	Chapter 13 and Chapter 14	• Components of International Compensation programs. Pay and Benefits outside of the USA
11	July 2	Final Project	Final Project Due by 11:59pm (available and open all semester long)

NOTE: PROJECTS AND ASSIGNMENTS ARE DUE WEEKLY. FINAL PROJECT DUE AT THE END OF THE SEMESTER.

COURSE-SPECIFIC LEARNING GOALS

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

1. Understand and evaluate the advantages and disadvantages of the different approaches to setting employee pay, including seniority, merit, incentive, and skill based.
2. Understand the different approaches to designing a compensation system that is internally consistent and externally competitive.
3. Understand and evaluate the different approaches to evaluating employee performance as part of merit pay systems.
4. Understand and apply the necessary elements in designing an effective incentive system.
5. Understand, apply, and analyze compensation issues with respect to legal requirements.
6. Understand which benefits are legally required and which are discretionary.
7. Create a pay system for a set of HR positions.
8. Develop your decision-making, teamwork, and analytical skills through a team project, class exercises, and homework assignments, final project.
9. Figure out how to pay high performers and executives, contingent workers, flex work, international workers.
10. Utilize tools and programs that will help determine the right strategy and implementation.
11. Meet individuals within the field of compensation and benefits and learn how they are utilizing their skills and navigating challenges within their careers.
12. Confront the challenges that compensation professionals will continue to face over the next decade.

SMLR LEARNING GOALS

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 and intersectional perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues related to the selection, motivation, and development of talent in a local and global context

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)

ACADEMIC HONESTY

The University's policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me or the course TAs and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include, but are not limited to: sharing your answers or copying another student's answers on examinations; sending a fellow student who did not attend class the answers to a poll to falsely indicate their presence; copying material that is not your own without providing proper documentation (in the example of the HRM media extra credit). In the event that this contract is breached, the punishment can range from receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

STUDENTS WITH DISABILITIES

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: http://disabilityservices.rutgers.edu/. Students may make requests for accommodations: http://disabilityservices.rutgers.edu/request.html

STUDENT RESOURCES (MENTAL HEALTH, ACADEMIC COACHING, FINANCIAL ASSISTANCE)

Students may experience unique challenges as they progress through their academic careers. Rutgers has a number of resources to assist you. If you need support in one of the following areas, we encourage you to utilize the following resources. In addition, if you think I may be of help at any point, you are strongly encouraged and welcomed to send me a message or chat with me before/after class or during office hours.

https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students

SCHOLARSHIPS

The School of Management and Labor Relations offers a number of scholarships and fellowships to support its students. Relevant deadlines and criteria can be found here: https://smlr.rutgers.edu/academic-programs/scholarships

Academic Integrity

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the University. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation. Please see http://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf for details regarding the Student Code of Conduct. Please see http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf for details regarding the Academic Integrity Policy.

Similarly, all students and faculty members of the academic community at the School of Management and Labor Relations should uphold high standards for personal conduct, ethical behavior, and professional integrity. In the area of academic integrity, students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty. Please see http://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf (pp. 24-28) for detailed descriptions of each type of action.

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine achievements of other students and scholars. Academic dishonesty includes, but is not limited to, any of the following:

Plagiarism/False Representation of Work
- Quoting directly or paraphrasing portions of someone else's work without acknowledging the source.
- Submitting the same work, or major portions thereof, including presentations, to satisfy the requirements of more than one course without permission from the instructor.
- Using data or interpretative material for a report or presentation without acknowledging the sources or the collaborators.
- Failing to acknowledge assistance from others, such as help with research, statistical analysis, or field data collection, in a paper, examination, or project report.
- Submitting purchased materials such as a term paper as your own work.
- Copying or presenting material verbatim from any source without using quotation marks.
- Copying from any source and altering a few words to avoid exact quotation, without the appropriate documentation or by using improper documentation of the source.
- Rewording the major concept found in a source but then omitting documentation or improperly citing the source.
- Submitting as one's own any work created by someone else (e.g., paper, project, speech, video, exercise, etc.) without crediting them. Large duplication of someone else's work should be avoided unless you obtain express permission from both the instructor and originator of the work.
- Fabricating or misrepresenting data or information
- Forging signatures

Cheating
- Copying work on examinations.
- Responding to Top Hat questions when not physically present in the classroom.
- Acting to facilitate copying during an exam.
- Sharing answers through technology or in written or verbal form when such interactions are prohibited
- Using prohibited materials, such as books, notes, phones, or calculators during an examination.

- Working with another student on an assignment when such collaboration is prohibited.
- Stealing or having in one's possession without permission any materials, or property belonging to or having been generated by faculty, staff, or another student for the course.
- Willfully offering to do another student's work so they may represent it as their own
- Assisting another student in cheating or plagiarizing
- Doing another student's work, excluding collaborative learning assignments or joint assignments approved by the instructor.
- Using AI, Bots, or ChatGTP, etc…
- Buying or selling course materials

Engaging in any of the above behaviors can result in an F on the examination or project, an F in the course, denial of access to internships, suspension for one or more semesters, or permanent expulsion from the School of Management and Labor Relations at Rutgers University.