

**Rutgers – The State University of New Jersey
School of Management and Labor Relations**

Fall 2017

Topics in Labor Studies: Compensation 37:575:480:82

Monday, 6:00 p.m. – 8:40 p.m. (Mercer)

Instructor: Jeffrey J. Kaplowitz

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Office Hours: By appointment

Text (not required)

Milkovich, G. T. & Newman, J. M. (2005) Compensation, 9th Edition New York, NY: McGraw-Hill.

There will also be additional mandatory readings distributed in class.

Course Overview

The purpose of this course is to identify the core issues of compensation management and how managing compensation utilizing strategic choices can contribute to overall organizational effectiveness. Students will develop an understanding of the contribution compensation management makes to achieve organizational goals and the various methods that can be implemented to accomplish this. Students will also learn how compensation helps the organization to improve employee job satisfaction and effectiveness.

The class will include group presentations, lectures, role-playing, and interactive discussions that are meant to supplement the readings and stimulate debate on the various topics. Attendance and participation are strongly recommended since they make up an integral part of the grade. Attendance at group oral presentations is mandatory.

Grades

Grades will be determined based on attendance (10%), participation (10%), mid-term (25%), final (25%), and group project (30%). The mid-term, on Monday, October 23rd, during class hours, will cover all material discussed up to and including the class on October 16th. The final, on Monday, December 11th, during class hours, will predominantly cover all material from the mid-term through the end of the term but may include material from the beginning of the term.

Group Projects

A group project will be assigned to help students grasp compensation issues and to encourage group dynamics and interpersonal skills. Groups will be assigned a compensation issue (from the list below as well as cases which will be distributed in class) and an oral presentation will be made. Group presentations will be in the form of a ten to fifteen (10-15) minute presentation to the class by all members of the group. The presentation will present the facts of the issue, the key problems, solutions to the problems and recommendations for implementation. Each member of the group must participate in the presentation to the class. Fifty percent of the grade for the project will be a group grade on the overall presentation and the other fifty percent based on individual input. Any group member (s) who fails to significantly contribute to the project may receive a substantially lower grade. Groups will be given regular time during class to meet, but substantial work must be done outside of class.

Issues:

- The Pay Model
- Fair Pay
- Executive Pay
- Job Evaluation
- Merit Pay
- Incentive Pay
- Pay for Performance
- Benefits as a part of Total Compensation
- Administering Pay

Course Policies

Lectures: Please be on time for lectures and active participation (questions, comments, etc) is encouraged. To facilitate meaningful interaction, you are required to read the assigned chapters *before* lectures. Be sure to turn off your beepers and cellular phones during lecture because these sources of disruptions prove to be very annoying to your instructor and distracting to your classmates. Use of these devices during class will result in points deducted from the class participation grade.

Make-up exams: Make-up exams will only be given if you make arrangements with the instructor in advance (at least 7 days) of the originally scheduled date or if you have a *validated* emergency, with proper documentation, that prevented you from taking the exam. You may not take a make-up exam because you were unprepared, forgot about the exam, your cat was sick, you were mildly ill, thought the exam was a different day, were worried, caught in traffic, overslept, etc. Missed exams receive zero (0) points.

Schedule

Date	Topic	Reading
Week 1 (Sept 11th)	Introduction/Syllabus/Expectations Group Projects and The Pay Model	Ch 1
Week 2 (Sept 18 th)	Compensation Strategy	Ch 2
Week 3 (Sept 25th)	Internal Alignment	Ch 3
Week 4 (Oct 2nd)	Job Evaluation	Ch 5
Week 5 (Oct 9th)	External Competitiveness	Ch 7
Week 6 (Oct 16th)	Designing Pay Structures	Ch 8
Week 7 (Oct 23rd)	Mid-Term Exam	
Week 8 (Oct 30th)	Pay for Performance 1	Ch 9
Week 9 (Nov 6th)	Pay for Performance 2	Ch 10
Week 10 (Nov 13th)	Performance Appraisals	Ch 11
		Ch
Week 11 (Nov 20th)	Benefits	12,13
	Fairness and Legal	Ch 17,
Week 12 (Nov 27th)	Compliance/Administering Compensation	18
Week 13 (Dec 4th)	Oral Presentations/Review	
Week 14 (Dec 11th)	Final Exam	

