

**Rutgers – The State University of New Jersey**  
**School of Management and Labor Relations**  
**37:575:480:80 Spring 2017**  
**Topics in Labor Studies: Compensation**  
**Wednesday, 3:00 p.m. – 5:40 p.m. (Freehold)**

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**Instructor:** Jeffrey J. Kaplowitz

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**Office Hours:** By appointment

**Text (not required)**

Milkovich, G. T. & Newman, J. M. (2005) Compensation, 9<sup>th</sup> 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 Wednesday, March 1st, during class hours, will cover all material discussed up to and including the class on February 22nd. The final, on Wednesday, April 26<sup>th</sup>, 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 (15-20) 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 (Jan 18th)	Introduction/Syllabus/Expectations	
	Group Projects and The Pay Model	Ch 1
Week 2 (Jan 25 <sup>th</sup> )	Compensation Strategy	Ch 2
Week 3 (Feb 1st)	Internal Alignment	Ch 3
Week 4 (Feb 8th)	Job Evaluation	Ch 5
Week 5 (Feb 15th)	External Competitiveness	Ch 7
Week 6 (Feb 22nd)	Designing Pay Structures	Ch 8
Week 7 (Mar 1st)	<b>Mid-Term Exam</b>	
Week 8(Mar 8th)	Spring Break	
Week 9 (Mar 15th)	Pay for Performance 1	Ch 9
Week 10 (Mar 22nd)	Pay for Performance 2	Ch 10
Week 11 (Mar 29th)	Performance Appraisals	Ch 11
		Ch
Week 12 April 5th)	Benefits	12,13
	Fairness and Legal	Ch 17,
Week 13 (April 12th)	Compliance/Administering Compensation	18
Week 14 (April 19th)	Oral Presentations/Review	
Week 15 (April 26th)	<b>Final Exam</b>	