

MGMT 4133
COMPENSATION ADMINISTRATION
SPRING 2016

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Office Hours: Tu Th 3:25-4:15, and by appointment

Course Objectives:

Note: This course is specifically designed for HR majors since it is required for HR majors.

Objectives of this course include enabling every student to effectively use compensation and benefits concepts and principles to understand, apply, and help develop HRM policies and practices that contribute to achieving organizational goals. This course, therefore, is not simply about compensation and benefits; it is knowledge about powerful theories and principles that can be used to mold and change organizations. As such, this course represents a type of “capstone” course for HRM majors. Perhaps more than most other HRM courses, MGMT 4133 requires application of concepts and theories to applied problems. Therefore, students will demonstrate both knowledge and understanding in examinations and application of concepts in the required projects.

Course Materials:

1. Required text: Milkovich, G.T., and Newman, J.M., *Compensation*, 11th ed. McGraw- Hill, 2013. A digital copy is available for approximately half the hard cover prices at: <http://www.coursesmart.com/compensation-11th-edition/milkovich-george-newman-jerry-gerhart-barry/dp/0077512898>
2. Required (for Plan 1) case book: Milkovich, G.T., and Gerhart, H., *Cases in Compensation*, 11.1e ed., Compensation, 2013.
3. Additional materials will be on the course Desire 2 Learn.
4. Additional materials may be found in the popular business press such as *The Wall Street Journal*, *Fortune*, and *Business Week* and the more compensation-related journals such as *Compensation and Benefits Review*, *Journal of Compensation and Benefits*, *Compensation Review*, *Pension Review*, and the compensation sections of both the *BNA* and *CCH* reference volumes. Additionally, compensation- and benefits-related articles may be found in a variety of HRM and psychology journals such as *HRMagazine*, *Journal of Applied Psychology*, *Personnel Psychology*, *Monthly Labor Review*, *Industrial and Labor Relations Review*, and others. There are also a number of compensation- and benefits-related websites. See Appendix 18- for compensation sites for useful information.

Course Requirements Plan 1:

1. Two team presentations are required. Presentations will be “Your Turns” from the end of text chapters and other cases. Teams will consist of three to four students (these can be the same group or different as for the projects. “Your turns” are applied cases or issues. Answers to Your Turns should be e-mailed to me.
The Your Turns and cases are worth 10 percent of the course grade. Your team will sign up in class for Your Turns and cases by the second or third class meeting. Presentations should be made in an interesting and fun style. Distance class students will submit written presentations.

2. There will be periodic learning checks worth 100 points or 10%. The lowest two learning checks will be dropped and a missed learning check, for whatever reason is counted. Some questions from learning checks will be on exams. Learning checks (LC's) will be taken on D2L using Respondus Lockdown. Browser. The time window for LC's will usually be 2 days and it will usually begin the morning after the class recording is available.

You will take a learning check first as individuals and then as a part of your team. Therefore the learning check score will be the average of your individual and team learning check scores. When the learning checks are completed we will discuss the questions and answers. If the individual LC is missed, no credit will be given to students missing the individual LC.

3. There will be three (3) examinations, including the final exam. Exams, will be objective multiple-choice, true/false items and the first and final exams will have a 10 point essay question. Exams will constitute 40 percent of the course grade. The first exam will have approximately 60 points the second 50 and final 80.

Distance students must take exams under proctored conditions on D2L using Respondus Lockdown. Upon enrolling each semester, contact the SSB Distance Learning office to inform them of your proctoring site. You can call (405) 744-4048, or read the proctor policies and exam procedures, and complete the appropriate Testing Center form at <http://spears.okstate.edu/distance/guide>.

4. The third component of the course is a set of three (3) related compensation projects. This component of the course is worth 40 percent), with each project having equal weight. Depending upon the size of the class, projects will be done in groups of three or four. Again, depending upon the wishes of the class, I am willing to assign students to groups with the option of different members for each of the three projects. Any student may be asked to discuss and explain their group's report. Obviously, the intent is that each student participates fully in each project. Group projects are a fact of life in the world of work; therefore, experience working with others is a valuable skill to acquire. Be sure you keep all parts of the project since they must be turned in together at the end of the term and you may want to have a copy when you go to your first job. Some past students have called after they were in a job asking if I could send them their projects. In other words, they found the projects very relevant to their jobs. Finally, this component of the course is demanding and takes a fair amount of time.

Any student not committed to doing quality work on this component of the course should seriously consider taking another class or Plan 2 below.

Course Requirements Plan 2:

This option is being offered for the third time. This option is offered because some students do not want to do the work necessary for the projects. Basically, this option limits the maximum grade one can earn in the course to a B, because the project is not required for this option. Course component weights for Plan 2 are: presentations 10%, learning checks 20% and exams 70%.

Grading Scale: This course will have the standard grading scale (A = 100 - 90%, B = 89 - 80%, C = 79 - 70%, D = 69 - 60%, and F = 59% and below). This course is probably one of the most specialized courses that you will take here at OSU, and it has a lot of details. However, if you read your text, ask questions when you don't understand, and apply the course concepts to the three main

projects, you should do well and you will have learned much about one of the most vital activities to any organization.

At the end of the term, there will be a self and team member evaluation. Students who do not do their fair share on team projects can expect a reduction in their final grade. If you experience difficulties with a team member, contact me. If necessary, you may request transfer to another group.

Important Information: Please check the following website for University and College information.

(<http://academicaffairs.okstate.edu/content/resources-faculty-staff>),

University Drop Policy

Information about university drop policy and dates is at this website:

<http://registrar.okstate.edu/>

Click on “class schedules,” and “short, internet, and outreach courses”

To drop this course, contact the Registrar’s office, (405) 744-6876, or drop through SIS (Student Information Services).

Research Activity Extra Credit: Information for Students

In this class, you may participate in research activities for extra credit. Research activities include the following: participating in a management department research experiment or composing a reflection report on a management-related research manuscript. Students that complete either research activity will earn **extra credit points** according to the type of research activity (the maximum number of extra credit points is set by the professor). These research projects have been reviewed by University Institutional Review Board (IRB) whose members are drawn from across the entire academic community, and they are supervised by a faculty member from the Department of Management.

Research opportunities will be given to you during the semester, and you can make multiple appointment times if seats are available. Each session has a certain amount of credit, and you can participate in sessions to earn your extra credit to a maximum of 5% of course grade and should come from SONA credit.

Your account will be automatically generated by the Management SONA system, and an email with your log-in information will be sent out on February 1. Once you receive the email, you can log-in to the system by visiting <http://okstatemgmt.sona-systems.com>. Once you have successfully logged-in you will be able to view studies and sign-up online. Note that studies are first-come-first-serve, and they are rotated monthly (studies are subject to change throughout the semester). You will be notified by the Management SONA system whenever any study becomes available.

If you choose to participate in a research session, your responses will be confidential. That is, your name will not be associated with your responses to the study questions at any time. All data you provide will be grouped with data others provide for purposes of reporting and presentation.

If you do not wish to participate in a research session, you may substitute an alternative assignment: preparing a summary and critical analysis of a recent management research article.

To view the assignment, you will also need to sign up online at <http://okstategmt.sona-systems.com/>. To receive credit for participating, the alternative assignment must be submitted to the email address provided on the website by the due date (5:00 pm on the last day of appointments for each session).

Most answers to typical questions can be found on the Management SONA's FAQ page. If you have any questions about the research experience or have difficulty signing up for lab sessions please contact the Management SONA Manager at mgmtresearch@okstate.edu.

Topical Outline and Assignments:

1. Introduction – The Pay Model and Strategy: The totality of decisions
Chapters 1 & 2 (text) and p. 1-14 (Case Book); Budget Rental Car video.
Your Turn Chp 1 Role of Labor Costs . . . (p. 27-29)
Your Turn Chp 2 Merrill Lynch . . . (p. 59-61)
Each Option 1 group: submit to dropbox written Compensation objectives for Fast Cat (see p. 11-12 in Cases). Due Th. Jan. 28.
2. Defining Internal Alignment
Chapter 3
Your Turn Want to lead orchestra (p. 92-93)
4. Evaluating Work/Job Evaluation: Job and Person-Based Structures
Chapters 5 & 6
Your Turn Chp 5 Job Evaluation at Whole Foods (p. 159-163)
Your Turn Chp 6 Climb the legal ladder (p. 195-197)
Note: Chapters 1 - 6 are necessary to complete the first project

First Exam – covers Chapters 1-3 & 5-6 and any material covered in class; it will be the class period after which we cover the material; usually mid-February.

Phase 1 (first project) due, Th. February 19

5. Compensation Budgets and Administration
Chapter 18
Your Turn Managing compensation costs, headcount, and participation/communication issues
6. Defining Competitiveness
Chapter 7
Your Turn Two-wages (p. 242-43)
7. Designing Pay Levels, Mix and Pay Structures
Chapter 8
Your Turn Word-of-mouth: Dot-com comparisons (p. 292)

Second Exam,– covers Chapters 7 - 8 & 17 and all class material.

Spring break March 16-20.

Phase 2 due Sat. April 9 (Note: Chapters 7 & 8 are particularly relevant for this project.)

8. Employee Contributions and Performance Appraisals
Chapters 9, 10, & 11
Chp. 9 Your Turn Burger Boy (p. 325-27)
Chp. 10 Your Turn Incentives can be too powerful (p. 364)
Chp. 11 Your Turn Performance Appraisal at Burger King
9. Governmental Role in Compensation
Chapter 17
Your Turn From barista to manager (p. 629-30)

Phase 3 due Tuesday April 29 (Note: Material in Chapters 9-11, and 18 are particularly relevant to this project.)

10. Employee Benefits
Chapters 12 & 13

Final Exam Stillwater: Tu May 2 10:00-11:50 (Final exam is comprehensive)

Final Exam Window: Monday May 1- Tuesday May 3 to 6 PM

Management 4133 Spring schedule

Note: This schedule is subject to change due to weather or other unforeseen events. In the event of a change, you will be notified by e-mail.

- 1- 12 Tu introduction
- 1 - 14 Th chapter 1 overview budget car rental video
- 1-16 Sat LC 1 individual closes 11:30 PM
- 1- 19 Q and A chapter 1 chapter 1, Your Turn group LC 1 closes noon
- 1- 21 chapter 2 overview
- 1-23 LC 2 individual closes 11:30 PM
- 1- 26 Q and A chapter 2 chapter 2, Your Turn group LC 2 closes noon
- 1-28 chapter 3 overview
- 1-30 LC 3 individual closes 11:30 PM
- 2-2 Q and A chapter 3 chapter 3, Your Turn group LC 3 closes noon
- 2-4 chapter 5 overview
- 2-6 LC 4 individual closes 11:30 PM
- 2-9 Q and A chapter 5 chapter 5, Your Turn group LC 4 closes noon
- 2-11 chapter 6 overview
- 2- 13 LC 5 individual closes 11:30 PM
- 2-16 Q and A chapter 6 chapter 6, Your Turn group LC 5 closes noon
- 2-18 Review/Quiz bowl for MT 1
- 2-23 M-T 1 (distance Exam window 2-18- 2 PM 2-23)

2-25 chapter 18 overview/ Q & A Phase 1

Phase 1 due Monday Feb 29 11:30 PM (deposit 1copy in dropbox)

2-27 LC 6 individual closes 11:30 PM

3-1 Q and A chapter 18 chapter 18, Your Turn group LC 6 closes noon

3-3 chapter 7 overview

3-5 LC 7 individual closes 11:30 PM

3-8 Q and A chapter 7 chapter 7, Your Turn group LC 7 closes noon

3-10 chapter 8 overview

3-14- LC 8 individual closes 11:30 PM

3-22 Q and A chapter 8 chapter 8, Your Turn group LC 8 closes noon

3-24 Quiz bowl MT 2, Q & A Phase 2

3-29 MT 2 (distance exam window 3-25- 2 PM 3-29)

3-31 chapter 9 overview

4-2 LC 9 individual closes 11:30 PM

4-5 Q and A chapter 9 chapter 9, Your Turn group LC 9 closes noon

Phase 2 due Th April 9 11:30 PM (Note: Chapters 7 & 8 are particular relevant for this project.)

4-7 chapter 10 overview and pages 396-401 Chp 11

4-9 LC 10 individual closes 11:30 PM

4-12 Q and A chapter 10 chapter 10, Your Turn group LC 10 closes noon

4-14 chapter 18 overview

4-16 LC 11 individual closes 11:30 PM

4-19 Q and A chapter 18 chapter 18, Your Turn group LC 11 closes noon

4-21 chapter 17 overview

4-23 LC 11 individual closes 11:30 PM

4-26 Q and A chapter 17 chapter 17, Your Turn group LC 11 closes noon

4-28 Review for final exam; quiz bowl

Phase 3 due Friday April 29

