

UNLV | LEE BUSINESS SCHOOL

MGT 470 – Compensation

Spring 2017: Section 1001

MW 4:00 – 5:15pm, BEH 103

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Course Overview and Learning Outcomes

Compensation is a key component of any effective HR strategy. Further, the determination of compensation has important ramifications to the social exchange that exists between an employee and his or her organization. Therefore, in this course we will seek to better inform the students' understanding regarding central themes of compensation including but not limited to: (1) how organizations decide what, how much, and in which form to compensate employees, (2) the roles of outside forces (i.e., government, labor unions) on compensation practices, (3) ways to effectively motivate and incentive employees, and (4) the required connection between performance management and compensation. Further, we will discuss ways in which compensation can and should be considered proactively within the strategic planning of the organization in order to provide not only a way to reduce the cost of human capital – the largest cost for most organizations – but also in creating a sustainable competitive advantage. Along the way, we will learn more about the various approaches to compensating employees, myriad benefits that are required, expected, or considered fringe, as well as understand the importance of perceived equity and fairness both internally within the organization as well as externally. Therefore, this course should provide a benefit for all practicing or aspiring human resource employees, managers, and organizational leaders as well as students interested in learning more about compensation within their own careers.

Course Readings

Required

Marciano, P. L. (2010). *Carrots and sticks don't work: Building a culture of employee engagement with the principles of RESPECT*. McGraw-Hill

Additional assigned readings and materials for this course will be made available at no cost on WebCampus.

Optional

Milkovich, G., Newman, J., & Gerhart, B. (2014). *Compensation (11th ed.)*. McGraw-Hill/Irwin

Grading Policy

The breakdown of the requirements and grading scale are below. Grades will not be rounded up nor should a curved distribution be expected.

Requirements		Grading Scale	
Exam One	15%	90+	A
Exam Two	20%	80 - 89	B
Exam Three (Final Exam)	25%	70 - 79	C
Quizzes	5%	60 - 69	D
Weekly Assignments	5%	Below 60	F
Compensation Project	20%		
Class Contribution	10%		

The course requirements include three exams, quizzes, weekly assignments, case studies, a compensation project, and class contribution. I think of graded assignments in terms of how potential employers might view them in assessing the quality of UNLV students. With that in mind, here are some brief notes that reflect my thoughts about letter grades:

- A: Superior Work: Interesting, professional, integrated, and comprehensive.
- B: Really Good Work: Demonstrates professional competence, but it could be better.
- C: Average, acceptable work: Several areas need to be improved, but it has potential.
- D: Marginally acceptable work: In need of a major overhaul.
- F: Not Acceptable.

Exams

The exams may include multiple choice, identification, true and false, fill in the blank, short answer, and essay questions to assess your knowledge of the material. Although many of the questions will test your ability to apply the material learned both inside as well as outside of the classroom, others will require that you simply know the various models, concepts, or other subject matter. In order to do well on the exams, then, you will need to both understand as well as apply all of the material covered in the course. The final exam, while primarily focusing on the last section of the course, may include some questions from earlier in the course as well.

Quizzes

There will be unannounced quizzes administered during the course of the semester. Quizzes will cover material primarily from the assigned readings. Quizzes are used to encourage students to be prepared for class. Quizzes may occur at any time during the class period, though they will usually occur at the start of class. The lowest quiz grade will be dropped and will not be counted in the final grade.

Weekly Assignments

During the first week of class, we will assign students to teams and those teams to the topics of various weeks. As a team, the students will be responsible for finding and presenting three current popular press articles that address the topic(s) of their assigned week. One member of the team should upload all of the team's articles in the designated submission folder on WebCampus **before the start of class designated for your presentation**. These assignments/presentations are informal and do not require a PowerPoint or similar setup but you are welcome if you believe it will assist you. You should expect to spend 5-10 minutes of class time to summarize the articles, find connections in themes between them, and relate them to the topics of the week and semester. All teammates will receive the same grade for the assignment.

Compensation Project

We will discuss several themes regarding compensation throughout the semester and the role of compensation within the larger human resource initiatives as well as organizational strategic planning. As a culminating project for the course, the students will be assigned to groups. After which, they will select an organization within an industry of their choice and develop a compensation system for the organization. In doing so, they must approach the assignment as compensation specialists in the organization who are creating a new system rather than adapting an old one. Therefore, several important considerations must be made including the ranking and grouping of various positions within the organization, collecting compensation information, considering how compensation and strategy help to inform each other, and internal and external perceptions of equity. The student groups must also consider approaches to measure and assess the performance of the employees while outlining a system that considers the incentive structures that should be offered while giving attention to the wages and salary as well as the benefits. Decisions should be justified through material learned in the course and other sources. The final project must be submitted via WebCampus before class on **Monday, May 1st** on paper with single-spaced with 12-point Times New Roman font and one inch margins on all borders. The assignment will be graded on integration of the material, professionalism, attention to detail, comprehension, and completion as well as grammar, spelling, and punctuation. Rather than require a certain length for the completed assignments, the students should submit what they believe is the best and final draft that is complete yet concise. Additional information regarding the project will be made available as we progress in the semester.

Class Contribution

“Wise men [and women] speak because they have something to say; fools because they have to say something.” – Plato

I will assess your level of contribution to the class as defined as not just showing up and speaking in class, but also actively involving yourself in class activities, providing comments that demonstrate knowledge and integration of course material, and respectfully responding to and elaborating on comments made by others. I consider class discussion to be a vital part of the overall course experience, as one of my goals is to have us share our experiences and thoughts to learn from each other. In other words, neither class *attendance* nor class *participation* equate to class *contribution*.

Active contribution is vital for this course and will revolve around the weekly topics and readings. It is essential, therefore, that students read the assigned material prior to class. While involvement is primarily voluntary, on occasion, without notice, students may be called upon. A rough guide can be followed to assess your level of contribution as follows: the percentage of classes that you attend and actively contribute in will be reflective of your contribution grade. Therefore, if you attend all classes and contribute in 80% of them, you will receive an 80%. Likewise, if you attend all classes but never contribute, you will receive a 0%.

Late Assignments and Multiple Component Assignments – All assignments must be submitted as noted in their respective sections of this syllabus. Submissions made in any other form will not be considered. For this class, students are required to submit their assignments via WebCampus. As such, a time stamp is created in the system that is used to determine the official submission time. Therefore, I encourage all students to give themselves a margin of safety to avoid last minute complications.

There will be a letter grade penalty assessed for papers that are received 1-30 minutes late. Papers turned in after 30 minutes after the deadline will receive only half credit. Papers turned in 24 hours after the deadline will not receive any credit.

Assignments that have multiple components that are required to be submitted are frequently used in this class. As the multiple components of the project combine to create a comprehensive assignment, missing any of the components is considered as a late project. In such a case, I will grade the assignment with and without the missing component(s). For example, if an assignment has five components and a student submits four of them on time and the fifth 24 hours late, the student would earn a higher grade if the four original assignments are graded as on time rather than the five being graded as a day late. Therefore, I will award the student the higher of the two grades.

Missed Exams – In order to avoid providing a competitive advantage over one’s peers, makeup exams are not given. It is the student’s responsibility to prepare for each exam and schedule accordingly to be present when the exams are given. If you will be absent from class for an excusable reason (i.e., religious holiday or university service), you must let me know as soon as possible, following the University’s Religious Holidays Policy (see below), and make arrangements to take the exam *before* the scheduled date. Likewise, if a student has a conflict of

interest regarding a specific exam due to an event scheduled in advance of the semester, then he or she will be allowed to take the exam *before* the exam date if a request is made in writing (via email) before the end of the second week of the semester – **January 28th, 2017**. According to the final exam policy (see below), the final exam must be given on the scheduled date and at the scheduled time.

Extra Credit Opportunities – Extra credit opportunities may be offered during the semester for various reasons such as attending class, completing additional projects, or participating in class-related University events. Extensions are not given for extra credit nor are alternate extra credit opportunities provided. If, for example, a HR professional is giving a talk on campus and a student is unable or unwilling to attend, said student should not expect an optional opportunity to earn the extra credit points.

Statute of Limitations – In order to protect the validity and future utility of exams and assignments, many are not given back to the students. Further, many assignments are submitted and filed electronically, thereby not providing a hard copy to return. That said, students are able to review their exams and assignments and I will discuss the rationale used to determine the grades. However, a statute of limitations exists such that students have up until two weeks following the posting of a grade to discuss the grade in a manner of intending to change the grade.

Academic Misconduct – Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the Student Academic Misconduct Policy (approved December 9, 2005) located at: <http://studentconduct.unlv.edu/misconduct/policy.html>. Further, as the purpose of the course hierarchy within the University is to build upon an educational foundation rather than duplicate previous work, self-plagiarism is not acceptable. **All submitted assignments are screened through plagiarism detection software.**

Copyright – The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC) – The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you.

If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Religious Holidays Policy – Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the end of the first two weeks of classes, **January 28, 2017**, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

Transparency in Learning and Teaching - The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:

<https://www.unlv.edu/provost/teachingandlearning>

<https://www.unlv.edu/provost/transparency>

Incomplete Grades - The grade of I – Incomplete – can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student’s control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the incomplete grade.

Library Resources – Students may consult with a librarian on research needs. For this class, the subject librarian is https://www.library.unlv.edu/contact/librarians_by_subject. UNLV Libraries provides resources to support students’ access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

Tutoring and Coaching – The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

UNLV Writing Center – One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.

Rebelmail – By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. Emailing within WebCampus is acceptable.

Email Protocol - If you decide to send me an email and would like a response, make sure to do the following:

1. Have an appropriately titled subject for the email that also includes the course and section number.
2. Address me as either "John", "Dr. Baur", or "Professor Baur", not prof, pro, teacher, instructor, Dr. B., doc, Mr. Baur, etc.
3. Write your email in a professional manner with complete sentences and punctuation.
4. Be coherent and comprehensive as well as concise in outlining your question, concern, or suggestion such that I can readily recognize the intent of your email and be able to respond accordingly.

Email Response Policy – I try to respond to students' emails within 24 hours even if such response is just to confirm receipt of the email with a detailed response to follow at a later time. Considering this policy, then, while responses may be given before 24 hours, student should not expect this to always be true. Therefore, make sure that you plan ahead such that last-minute emails before exams or assignment deadlines may not be answered in time and do not qualify as reasonable justification to merit any deadline extension or additional consideration.

Office Hours and Appointments – The regular office hours are listed above. I make myself available to students during this time and students do not need an appointment during these office hours. Students who are unable to meet during the office hours are able to schedule appointments that are convenient for the student and professor alike. Outside of the office hours

and if an appointment is not scheduled, then students should not assume that I will be available. While I may be on campus or in my office, I am likely addressing other matters and therefore may deny spontaneous requests to meet.

Final Examination – The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at:
<http://www.unlv.edu/registrar/calendars>

TENTATIVE SCHEDULE
(Subject to change)

SESSION	TOPIC/READINGS
Jan. 16-18	Introduction No Class on Jan. 16 (MLK Day) Article: Six Dangerous Myths about Pay
Jan. 23-25	What Motivates Employees? Carrots & Sticks: Introduction Article: One More Time – How Do You Motivate Employees? Article: Motivation: The Not-So-Secret Ingredient of High Performance
Jan. 30 - Feb. 1	Do As I Say, Not as I Reward: Incentivizing Employees Carrots & Sticks: Ch. 1 Article: The Dark-Side of Incentives Article: On the Folly of Rewarding A, While Hoping for B
Feb. 6-8	Strategy + Compensation = Strategic Compensation Carrots & Sticks: Ch. 2 Article: On Becoming a Strategic Partner: The Role of Human Resources in Gaining Competitive Advantage
Feb. 13-15	Underlying Pay Factors - Unions & Governments No Class on Feb. 15 (Presidents' Day) Carrots & Sticks: Ch. 3 Article: A Jobs Compact for America's Future
Feb. 20-22	Job-based Pay Structures Exam 1 on February 20th Carrots & Sticks: Ch. 4 Article: A Simpler Way to Pay

- Feb. 27-Mar. 1** **Person-based Pay Structures**
- Carrots & Sticks: Ch. 5
Article: Willamette Industries' "No Pay at Risk" Compensation Practices
- Mar. 6-8** **Pay Levels, Mix, and Structures (oh my!)**
- Carrots & Sticks: Ch. 6
Article: SAS Institute: A Difference Approach to Incentives and People Management Practices in the Software Industry
- Mar. 13-15** **Special Groups, International, and Executive Pay**
- Carrots & Sticks: Ch. 7
Article: Say on Pay at The Walt Disney Company
Article: The Life Cycle of CEO Compensation
- Mar. 20-22** **Equity pt. 1 – Internal Fairness, Job Analyses & Descriptions**
- Carrots & Sticks: Ch. 8
Article: Getting the Most Out of Your Team
- Mar. 27-29** **Equity pt. 2 – Market Competitiveness**
- Exam 2 on March 27th**
- Carrots & Sticks: Ch. 9
Article: Market-Wise Retention: Competing in the War for Talent
- Apr. 3-5** **The Good, Bad, and Mostly Ugly of Performance Evaluations**
- Carrots & Sticks: Ch. 10
Article: Why We Hate Performance Management – And Why We Should Love It
Article: Using Performance Management to Win the Talent War
- Apr. 10-12** **SPRING BREAK!!!**
- Apr. 17-19** **Paying for Performance (Like Eating Jumbo Shrimp)**
- Carrots & Sticks: Ch. 11
Article: EUROCAP Bank: Bonuses Driving Performance or Driving Discontent
- Apr. 22-26** **Benefits – What is Required, Expected, and Otherwise Taken for Granted**

Carrots & Sticks: Ch. 12

Article: Mommy-Track Backlash

Article: The Employer-Led Health Care Revolution

May 1-3

Cutting Costs and Creating Value through Trends and Opportunities

Compensation Project Due on May 1st

Mon., May 8th

Final Exam (6:00-8:00pm)