STEPHEN F. AUSTIN STATE UNIVERSITY
COURSE SYLLABUS
FALL 2017

MGT 484 – Compensation and Benefits
Section 022 – Tuesday 4:00 p.m. – 6:30 p.m.; McGee 369

INSTRUCTOR INFORMATION
Instructor: Dr. Marcus Cox
Office: 403-Q in McGee Business Building
Office Phone: 936-468-3830
Dept. Phone: 936-468-4103
Email: Primary email: Via Desire2Learn (D2L)
Secondary email: mccox@sfasu.edu
Office hours: Monday – 10:25am to 10:55am; 1:20pm to 2:20pm; 3:50pm to 5:00pm
Tuesday – 1:00pm to 4:00pm.
Wednesday – 10:25am to 10:55am; 1:20pm to 2:20pm; 3:50pm to 5:00pm
Thursday – by appointment.
Also available via email and by appointment
Department: Management, Marketing, and International Business
College: The Nelson Rusche College of Business

The primary means of communication outside of class is D2L. Students should check for emails, announcements, and posted material at a minimum 24 hours before each class. Ideally, students should check D2L daily.

COURSE DESCRIPTION:
Wage and salary administration in private and public organizations; total compensation systems; interrelationship among employee performance, intrinsic and extrinsic rewards, perceived equitable payments, and employee satisfaction; employee benefits; employee incentive programs.
Prerequisite: MGT 373 and senior standing.

PROGRAM LEARNING OUTCOMES:
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. You may access the program learning outcomes for your major and particular courses at http://www.sfasu.edu/cob/ug-plo.asp.
STUDENT LEARNING OUTCOMES:

To increase student knowledge and comprehension about the compensation function. Upon completion, the student should be able to recognize how pay decisions help the organization achieve a competitive advantage. Specifically, the student will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations. Additionally, the student will demonstrate comprehension by constructing a compensation system encompassing: 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.

TEXTBOOK

The **required** textbook for this course is:


Supplemental resource: Students interested in careers and resources in the field of Human Resource Management should visit SHRM’s web site: [http://www.shrm.org](http://www.shrm.org)

GRADING COMPONENTS

<table>
<thead>
<tr>
<th>Components</th>
<th>Overall value</th>
<th>Total Grade Percentage</th>
<th>Final grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (3 @ 100 points each)</td>
<td>300</td>
<td>.90 to 1.00</td>
<td>A</td>
</tr>
<tr>
<td>Quizzes (3 @ 5 points each)</td>
<td>15</td>
<td>.800 to .899</td>
<td>B</td>
</tr>
<tr>
<td>Individual Case</td>
<td>20</td>
<td>.700 to .799</td>
<td>C</td>
</tr>
<tr>
<td>Team Case 1</td>
<td>50</td>
<td>.600 to .699</td>
<td>D</td>
</tr>
<tr>
<td>Team Case 2 and Presentation</td>
<td>75</td>
<td>0.00 to .599</td>
<td>F</td>
</tr>
<tr>
<td>Team Case 3 and Presentation</td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-Class Activities (3 @ 5 points each)</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total possible points</strong></td>
<td><strong>580</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

GRADING (Continued)

Your grade will be determined by the total points you accumulate throughout the semester. The assignments and their possible point values are listed above.

All out of class assignments are due by the due date on the assignment, unless otherwise noted. A penalty of 10% of the total point value will be deducted for each day the assignment is late. If the assignment is turned in later in the day than it is due, it is still late and will receive a penalty.
Additionally, other cases/reading assignments may be assigned during the semester to facilitate the lecture and class discussion but these will not be graded.

**PROFESSOR COX’S “BUMP” POLICY**
Your grade will be calculated based on the total points you have earned throughout the semester. You will have the opportunity to earn up to 5 bonus points throughout the course of the semester. These bonus points are intended to help you improve your grade and/or make up for a quiz or in-class activity you may have missed. Students should not expect any “bump” to their grade outside of these points. It is in the students’ best interest to be in class each day, complete all assignments, and take full advantage of all bonus point opportunities.

**EXAMS, CASE QUIZZES, AND IN-CLASS ACTIVITIES**

**Exams**
Three exams will be given during the semester to ensure students understand the course-related material and to serve as a measure of their performance in the course. Exams will consist of 50 true/false and multiple choice questions.

Exams will consist of material covered in class lectures/discussion as well as information from the textbook, handouts, power point slides, cases, videos, articles, and any other course-related material. All exams and in-class activities will be administered in class and cannot be made-up unless the student is participating in a university sponsored activity or has a documented excuse for missing the exam (see Make-up Policy).

During exams, students must take off any hats, hoodies, etc., that conceal the instructor’s view of the students’ eyes. Additionally, all cell phones, or other electronic devices must be turned off and stored in the students’ backpacks during the exam and when exams are returned for the students to review (see Academic Integrity Policy).

**Quizzes**
There will be three quizzes administered via D2L that will cover material related to upcoming exams. Students will be given specific, written instructions for each quiz in advance of the quiz. The quizzes will consist of five questions valued at one point each. The time to complete the quiz will be limited to ensure that students prepare in advance of taking the quiz.

Students will need internet access to D2L and should allow sufficient time to complete the assignment. Students should ensure, well in advance, that they have access to D2L via their personal computer or allow time to travel to campus to complete the assignment.

**Cases**
Students will analyze Harvard Business School-type cases in order to apply the class material to real-world settings. There will be four cases assigned: one individual case and three team cases.

**Individual Case:** Students will be given a case study from *Harvard Business Review* and asked to read the article, take notes, and make a decision on how to handle the situation. Students will
then take an in-class quiz (closed notes) over the material in the case and write a short essay answer on their recommended solution and to justify that position with information from the case and textbook.

*Team Cases and Presentation:* Students will be placed in teams and assigned three case studies to assess. Students will complete a written analysis of the cases along with recommended action for the organization in the case. The point total for the cases will increase as students will be expected to demonstrate the breadth of knowledge they have acquired in the class. Students will present their recommendations for Team Case 3 to the class in a 15 minute presentation. Detailed, written instructions will be provided later in the semester.

Team members will independently complete peer reviews during the semester to assess their team members’ performance. **Team members will have the ability to lower their team members’ grade by as much as 65% of the total value.** Peer evaluation forms and instructions will be provided by the instructor.

*In-Class Activities*
Throughout the semester we will use video cases, articles, cases, and guest lectures to facilitate class discussion. At the instructor’s discretion, three of these activities will be selected to count as 5 point assignments. Students who are in class and who participated in the exercise, in good faith, will receive all five points. Students who are in class but not participating in the activity will have their point value reduced from 1 to 5 points.

Students who are not present in class, except for a university sponsored activity, are not able to make up the in-class activity (see Make-Up Policy).

**MAKE-UP POLICY:**
You may make up an exam **ONLY** if you are on a school sponsored activity and I receive written notification from the university, coach, or organization sponsor, prior to the missed class. Or you can provide written documentation that you were unable to be in class on the day of the exam (e.g. admittance record to Emergency Room; court records, etc.) and you must contact the instructor in advance of the exam.

The assignment must be made up within one week of the missed class.

Quizzes and in-class activities that are missed because of non-school sponsored activities/reasons cannot be made-up.

**DESIRE2LEARN (D2L) AND ONLINE ACCESS:**
The course materials for MGT 484 will be posted on D2L. Although the course is taught in the classroom, this website will be used to support the course, communicate with students, and disseminate information and grades. Our primary means of communication will be through **D2L** in the form of Announcements and Emails. Students are strongly urged to check D2L at least once every 24 hours. Additionally, course materials and quizzes will be distributed via D2L.
If you experience difficulty accessing the course, please contact the Help Desk / Tech Support at (936) 468-1919 from 8:00am to 5:00pm or via email at d2l@sfasu.edu. Help for students is available online through http://www.sfasu.edu/sfaonline/ -- just look for the link to “D2L Support & Tutorials” on the left-hand side.

**SFA ACADEMIC INTEGRITY POLICY:**

Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

**Definition of Academic Dishonesty**

Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to (1) submitting an assignment as if it were one's own work when is at least partly the work of another person; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one's paper without giving the author credit. Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university. Please read the complete policy at [http://www.sfasu.edu/policies/student_academic_dishonesty.pdf](http://www.sfasu.edu/policies/student_academic_dishonesty.pdf)

If you engage in academic dishonesty related to this class, you will receive a grade of zero on the test or assignment. The professor reserves the right to assign the student a **failing grade in the course**. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

**STUDENTS WITH DISABILITIES**

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325 in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to [http://www.sfasu.edu/disabilityservices/](http://www.sfasu.edu/disabilityservices/).
WITHHELD GRADE POLICY

At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy related to active military service. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average. Please refer to the complete policy at http://www.sfasu.edu/policies/course-grades.pdf.

ATTENDANCE

Attendance will be taken each class period. Students who enter class 15 minutes or later after the start of class will not be considered present. It is the student’s responsibility to make sure they are marked as present. There is no penalty for missing class other than missing the content of the lectures or missing points for an in-class activity.

PROFESSIONAL CONDUCT

Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at http://www.sfasu.edu/policies/student-conduct-code.pdf). Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

Additional information on professional conduct:

Students will be treated as professional, mature adults and are expected to behave in this manner during class. Students who engage in unprofessional behavior will be warned first, and if the problem persists they will be asked to leave the classroom. Unprofessional conduct includes excessive talking among class members during class, sleeping during class, working on activities unrelated to class, showing a lack of respect for the rights of others (classmates, guest speakers, teacher), excessive tardiness, consistently leaving class early, and disruptive behavior during exams. Students who continue to engage in unprofessional behavior will be permanently removed from the class with a grade of “F”.
**SUNSET RULE**
Students have one week from the time grades are returned/released to inquire about a grade on any graded assignment. The purpose of this policy is to resolve any question as soon as grades are returned rather than wait until the end of the semester. Students are encouraged to address any grade-related concerns in an efficient manner.

**OTHER**
Laptop computers, iPads, and similar devices are not allowed during class time except to work on class related material. Students using electronic devices for personal activities (e.g. Facebook, surfing the Web, or working on assignments for other classes, etc.) will be asked to turn off the device.

Cell phones are to be put on silent and stored out of sight during class lecture. If you need your phone for work or for a personal emergency, please visit with the instructor.

The instructor reserves the right to amend the syllabus as necessary due to unforeseen circumstances. In the event the syllabus is amended, students will be appropriately notified.

Continued enrollment in this course constitutes student’s acceptance of the policies in this syllabus.

REVISED: AUGUST 04, 2017
<table>
<thead>
<tr>
<th>Date</th>
<th>Chapters and/or Assignments</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 29</td>
<td>Course Introduction</td>
<td>• Discuss syllabus</td>
</tr>
<tr>
<td></td>
<td>Assign Syllabus Quiz</td>
<td>• Provide overview of course content</td>
</tr>
<tr>
<td></td>
<td>Chapter 1 – Strategic</td>
<td>• Discuss syllabus quiz</td>
</tr>
<tr>
<td></td>
<td>Compensation</td>
<td>• The role of compensation</td>
</tr>
<tr>
<td></td>
<td>Assign Individual Case</td>
<td>• Strategic aspects of compensation</td>
</tr>
<tr>
<td>August 31</td>
<td>Last day to change</td>
<td>• Forms of pay</td>
</tr>
<tr>
<td></td>
<td>schedules other than to</td>
<td>• Compensation professionals</td>
</tr>
<tr>
<td></td>
<td>drop courses and last day</td>
<td></td>
</tr>
<tr>
<td></td>
<td>to register (both full-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>time and part-time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>students)</td>
<td></td>
</tr>
<tr>
<td>September 5</td>
<td>Chapter 2 – Contextual</td>
<td>• Understand the legal and regulatory aspects of compensation.</td>
</tr>
<tr>
<td></td>
<td>Influences on Compensation</td>
<td>• Pay discrimination and earning gaps</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ethical issues in compensation</td>
</tr>
<tr>
<td></td>
<td>Assign Quiz 1</td>
<td>• Legal aspects impacting discretionary employee benefits</td>
</tr>
<tr>
<td></td>
<td>Assign Teams</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Syllabus Quiz due by 11:59pm on Friday, September 11.</td>
<td></td>
</tr>
<tr>
<td>September 12</td>
<td>Individual Case Quiz in</td>
<td>• Seniority vs. Merit pay</td>
</tr>
<tr>
<td></td>
<td>class. Beginning of class.</td>
<td>• Performance appraisals</td>
</tr>
<tr>
<td></td>
<td>Chapter 3 – Traditional</td>
<td>• Limitations of merit pay</td>
</tr>
<tr>
<td></td>
<td>Sources of Pay</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quiz 1 due by 11:59pm.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assign Team Case 1</td>
<td></td>
</tr>
<tr>
<td>September 19</td>
<td>Chapter 4 – Incentive</td>
<td>• Factors influencing incentive pay</td>
</tr>
<tr>
<td></td>
<td>Pay</td>
<td>• Individual vs. Group incentive pay</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Company-wide incentive plans</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Effectively designing incentive plans</td>
</tr>
<tr>
<td></td>
<td>Teams to work on Team</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Case 1</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Instructions/Notes</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| September 6 | **Exam 1** - 50 Multiple choice questions; 2 pts per question. Chapters: 1, 2, 3, 4; articles, videos, and class lecture material.  
*Note: cell phones must be turn off and stored out of sight while exam is in your possession. Also, baseball caps and hoodies are not allowed to be worn during exams.*  
Professor will provide Scantrons. Students need to bring a #2 pencil to the exam. |
| October 3  | **Team Case 1 due in class. Discuss findings.**  
Chapter 5 – Person Focused Pay  
Assign Team Case 2  
*Bring completed assessment questionnaire to class and complete exercises.*  
*Person focused pay plans*  
*Competency, Knowledge, and Skill-based pay*  
*Person-based pay vs. Job-based pay*  
*Advantages and disadvantages* |
| October 10 | **Chapter 6 – Building Internally Consistent Compensation Systems**  
Time for teams to work on Team Case 2.  
*Internally aligned pay plans*  
*Job analysis and job evaluation*  
*Techniques for job analysis*  
*Alignment of pay to achieve strategic objectives* |
| October 17 | **Chapter 7 – Building Market Competitive Compensation Systems**  
Assign Quiz 2  
*Externally aligned pay plans*  
*Methods of gathering market pay information*  
*Integrating internal and external pay information* |
| October 24 | **Chapter 8 – Building Structures that Recognize Employee Contributions**  
**Quiz 2 due by 11:59pm.**  
**Team Case 2 due via D2L at 11:59pm.**  
*Constructing a pay structure within an organization*  
*Pay grades and ranges*  
*Designing sales incentive compensation plans*  
*|
### October 31
**Exam 2 - 50 Multiple choice questions; 2 pts per question. Chapters: 5, 6, 7, 8; articles, videos, and class lecture material.**

*Note: cell phones must be turned off and stored out of sight while exam is in your possession. Also, baseball caps and hoodies are not allowed to be worn during exams.*

**IMPORTANT: Before the exam Team Case 3 will be distributed.**

*Professor will provide Scantrons. Students need to bring a #2 pencil to the exam.*

---

### November 7
Discuss Team Case 2 submissions in class.

- Chapter 9 – Discretionary Benefits
- Chapter 10 – Employer-Sponsored Retirement Plans and Health Insurance Programs

- Overview of discretionary benefits
- Different types of discretionary benefits
- Costs associated with these plans
- Types of retirement plans
- Different types of medical insurance
- Ways of managing costs

---

### November 14
Chapter 11 – Legally Required Benefits

Assign Quiz 3

- Overview of legally required benefits
- Designing and planning the benefits program

---

### November 20-24
- **Happy Thanksgiving – Holiday**

---

### November 27
- **Last day to withdraw from the University**

---

### November 28
Chapter 12 – Compensating Executives

**Quiz 3 due by 11:59pm.**

- Who are special groups?
- Compensation strategy for special groups
- Executives and directors pay
- Ethical aspects of executive pay
December 5 | **Exam 3 - 50 Multiple choice questions; 2 pts per question. Chapters: 9, 10, 11, 12; articles, videos, and class lecture material.**  
*Note: cell phones must be turn off and stored out of sight while exam is in your possession. Also, baseball caps and hoodies are not allowed to be worn during exams.* | Professor will provide Scantrons. Students need to bring a #2 pencil to the exam.  

December 8 | No Class. **Submit Team Case 3 by 11:59pm** |  

December 12 (Finals Week) | • Section 022 – Exam scheduled from 4:00 to 6:00pm  
Presentations | Teams will provide a 15 minute presentation with PowerPoint. Allow 5 to 7 minutes for Q&A.  

December 16 | SFA Commencement at 2:00pm for Rusche College of Business |  

**The instructor reserves the right to amend the course content and schedule as needed.**