OBJECTIVE:
This course is designed to acquaint students with the process of developing and maintaining internally equitable and externally competitive compensation and benefits programs. Major emphasis will be given to the role compensation plays in attracting, retaining, and motivating employees. Topics to be covered include general compensation theory, pay as a motivator, the legal aspects of compensation, job analysis and job evaluation, pay structure determination, rewarding performance, and employee benefit plans.

COURSE REQUIREMENTS:
Your final course grade will be based upon your relative point totals in the class for the following activities:

- **Mini Presentations** (2-Glossary Terms) 50 points
- **Exam 1** 100 points
- **Exam 2** 100 points
- **Exam 3** 100 points
- **Exam 4** 100 points

**Group Case Project:**
- Phase 1 50
- Phase 2 50
- Final Report 100
- Team Presentation 100

**Total Case Points:** 300 points

**Attendance/Participation** 150 points

**Total Points** 900 points

**GRADUATE STUDENTS WILL HAVE THE FOLLOWING ADDITIONAL REQUIREMENTS:**

- Phase 3 of FastCat Case Due prior to Final Exam
- Three Web exercises from the seven options

**MINI-PRESENTATIONS**
You will pick two terms from the glossaries of C. or E. B. You will make a presentation to the class: read the term, the definition, and then
explain it in your own words and answer any questions from the class or instructor. I will be looking for a description of the practical use or application of the term. Humorous anecdotes or personal experiences related to the topic will make this more interesting. You will earn 25 points for each of these short and easy mini-presentations. Should you choose to do so, you may pick a broader topic, and make one presentation, worth 50 points. These presentations should be scheduled with me in advance and done throughout the semester: waiting until the end of the term to schedule these presentations may affect your grade.

EXAMS: There will be 4 exams given on the dates listed on this syllabus. They will consist of true/false, multiple choice, and/or short essay questions. Unless otherwise noted, exams will be graded by Scantron. No make-up exams will be given. The instructor for unavoidable circumstances may grant rare exceptions.

CASE STUDY PROJECT: The Group Case Study Project is described in the Cases in Compensation text, required for this class (Code – C.C., above). Too frequently, students ask questions in class that are discussed at length in the casebook or in the text. If class time is taken up with questions answered in the casebook, everyone suffers by learning less than they could have.

ATTENDANCE/ PARTICIPATION: This piece of your grade is defined as your individual contribution to the class. It includes attendance as well as your participation in class activities and discussions. Your participation should be informed, positive, and ideally provide a high quality exchange of ideas and concepts so that we all learn from each other.

OPTIONAL EXTRA-CREDIT WEB EXERCISES You may do up to 2 optional extra-credit web exercises. For each one that you turn in, you will receive up to 15 points extra credit, for a total possible of 30 points. The Web Exercises are described in more detail below. Due Monday, November 21, 2005. Late submissions will not be accepted.

ACADEMIC HONESTY: It’s expected, no exceptions. UTEP Policy: “Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or part to another person, taking an examination for another person, any act designated to give unfair advantage to a student or the attempt to commit such acts.” Because scholastic dishonesty harms the individual, all students, and the integrity of the university, policies on scholastic dishonesty will be strictly enforced.

DISABILITY/ UTEP POLICY: “If you feel you may have a disability that requires accommodations, contact the Disabled Student Services Office at 747-5148, go to the Union Bldg. East, Room 106, or email dss@utep.edu”

TENTATIVE SCHEDULE – FALL 2005
MGMT 4337: COMPENSATION AND EMPLOYEE BENEFITS

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<tr>
<th>DATE</th>
<th>TOPIC</th>
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<tr>
<td>8/22-8/24</td>
<td>Introduction/ Group Formation Exercise The Pay Model</td>
<td>Chapter 1</td>
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<td>8/29-8/31</td>
<td>Strategic Perspectives Internal Alignment</td>
<td>Chapter 2</td>
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<td>9/5</td>
<td>HOLIDAY – NO CLASS</td>
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<td>9/7</td>
<td>Job Analysis&lt;br&gt;&lt;<strong>FastCat Case Study Assigned</strong></td>
<td>Chapter 4</td>
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<td>9/12-9/14</td>
<td>Evaluating Work: Job Evaluation&lt;br&gt;Person-Based Structures</td>
<td>Chapter 5&lt;br&gt;Chapter 6</td>
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<tr>
<td>9/19-9/21</td>
<td>Review Chapters 1-6&lt;br&gt;&lt;<strong>9/21: Exam 1 (Chapters 1-6)</strong></td>
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<td>9/26-9/28</td>
<td>Defining Competitiveness&lt;br&gt;Defining Pay Levels, Mix &amp; Pay Structures</td>
<td>Chapter 7&lt;br&gt;Chapter 8</td>
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<td>10/3-10/5</td>
<td>Pay for Performance: the Evidence&lt;br&gt;Pay for Performance Plans</td>
<td>Chapter 9&lt;br&gt;Chapter 10</td>
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<td>10/10-10/12</td>
<td>Review Chapters 7-10&lt;br&gt;&lt;<strong>10/12: Exam 2 (Chapters 7-10)</strong></td>
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<td>10/17-10/19</td>
<td>Government Mandated Benefit Programs&lt;br&gt;Retirement Plans&lt;br&gt;&lt;<strong>FastCat CASE: PHASE 1 DUE WED., 10/19</strong>&lt;br&gt;&lt;<strong>Note: 10/18 is the last day to drop course with a “w”</strong>.</td>
<td>Chapter 7 &amp; 4&lt;br&gt;(E.B.)</td>
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<td>10/24-10/26</td>
<td>Health Insurance Program&lt;br&gt;Disability &amp; Life Insurance</td>
<td>Chapters 5 &amp; 6&lt;br&gt;(E.B.)</td>
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<td>10/31-11/2</td>
<td>Paid Time Off&lt;br&gt;Accommodation &amp; Enhancement Benefits&lt;br&gt;Managing the Employee Benefits System</td>
<td>Chapters 8 -10&lt;br&gt;(E.B.)</td>
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<tr>
<td>11/7-11/9</td>
<td>Review Chapters 4-10 (E.B.)&lt;br&gt;&lt;<strong>11/9: Exam 3 (Chapters 4-10 E.B.)</strong></td>
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<td>11/14-11/16</td>
<td>Compensation of Special Groups&lt;br&gt;Union Role in Wage &amp; Salary Admin.&lt;br&gt;&lt;<strong>FastCat CASE: Phase 2 DUE WED., 11/16</strong></td>
<td>Chapters 14-15&lt;br&gt;(Compensation)</td>
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<td>11/21</td>
<td>International Pay Systems&lt;br&gt;Government and Legal Issues</td>
<td>Chapters 16-17&lt;br&gt;(Compensation)</td>
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<td>11/28-11/30</td>
<td>Review Chapters 14-17&lt;br&gt;&lt;<strong>11/30: Exam 4 (Chapters 14-17 Compensation)</strong></td>
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<tr>
<td>12/5</td>
<td><strong>Team Presentations and Final Reports</strong>&lt;br&gt;<strong>Monday, 12/5, 7:00 PM – 9:45 PM</strong>&lt;br&gt;(teams to be scheduled)</td>
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Please note: Lectures will be supplemented with various presentations/guest speakers on topics relative to Compensation & Benefits. Should adjustments to the class calendar above be necessary based on this or other considerations, sufficient notice will be given.
Optional Extra-Credit Web Exercises

These web exercises are used according to the terms granted by HRIX
Fisher College of Business, Ohio State University.

Directions

Select the site that you want to explore from the list and descriptions that follow. Explore the site according the directions below. Note that websites are periodically updated, and the instructions below may not reflect the most current revisions. Answer the learning questions that pertain to that site. Type/print your answers and turn them in by Monday, November 21, 2005. Late submissions will not be accepted.


Site Description: The Bureau of Labor Statistics is an agency within the U.S. Department of Labor that directs the regional portions of national and local labor statistical programs. The Bureau has eight regional offices located throughout the United States and this website provides detailed labor information for each of these regions. Information regarding the Consumer Price Index, Compensation, Occupational Compensation Surveys, Employment Costs and Unemployment Rates and Producer Price Index-Commodities is available. You can also access copies of all Bureau publications including the Monthly Labor Review, all BLS Bulletins and Reports.

Directions for exploring the site: Click on one of the eight geographical regions. There is some disparity in the amount of information available at each of the eight geographical regions so the menus and documents may differ slightly from what is described here. For each region you will find a menu that includes General Information, Special Notices, Quick Look, Economic News, Ready Facts (for some regions), Contacts, Regional Economy, and Regional News Releases. Select the “Quick Look: Regional Economy” section and review the key economic and employment indicators provided. Check the CPI for that region. Go back to the first page and select the "Quick Look: Census Region at a Glance" link, select a region, state, and city of interest for additional information. After reviewing the data in the table, scroll down for some additional links. Under the "Employment & Unemployment" heading, explore the information provided under "Non-farm Wage and Salary Employment," and Unemployment Rates. Under the "Compensation" heading, explore the information provided by following the links titled "National Compensation Survey," and "Employment Cost Index."

Sample Learning Questions:

1. In what ways can the information presented through this web site be used in making compensation decisions?
2. What specific decisions would these statistics inform and exactly how could this information be used?
3. How might a company considering relocation or expansion use the information presented at this site?
4. Was there anything in the statistics you examined that you found surprising? Why?
5. Find the most recent unemployment figure shown for El Paso. What was it? And as of what date?
6. What additional information about Labor Market Trends/Demographics would be useful that you did not see at this site?
7. General comments about this web site.

2. Economic Research Institute www.erieri.com

Site Description: Economic Research Institute "ERI" provides compensation research for private and public organizations in the form of published reports related and software database products, which are available for sale to organizations. Reports related to area wage and salary differentials, salary survey position pay, area cost-of-living differentials, and other human resource and demographic information relating to employee pay are available.

Directions for exploring the site: Click on the "Free Analyst Resources" heading in the list of links at the top of the screen. Click on the "Salary Sources" link under that heading. This page has 6 main sections: (1) A listing of U.S. and Canadian salary surveys, (2) A listing of international salary surveys, (3) A listing of executive
salary surveys, (4) A listing of cost of living and relocation management sources, (5) A listing of US and Canadian employee benefits surveys and sources, and (6) Listing of available HR practices data sources and surveys. Start by clicking on listings of available U.S. and Canadian salary surveys (this page may take a few moments to display). These are surveys that ERI obtains, tracks and uses to provide data to its customers. Scroll down through these listings and try to pick a survey that is of interest to you: see if you can obtain the current rates for jobs that are of interest to you. Most of them require purchase either directly or through ERI. Then go back to the "Free Analyst Resources" page, and click on the “Salaries, Wages, Remuneration” section under “Salary Survey Pages.” Click on the “View Example Survey Extract” link. What kind of information is available there? Click on the “Relocation Assessor” link and look at the kinds of information that ERI offers through that product.

Go back to “Salary Survey Pages” again and click on “College Graduate Offer Rates.” Again click on the “View Example Survey Extract” link. What kind of information is available there?

Sample Learning Questions:
If you were an organization and willing to pay for these types of services:
1. How can this site help you in determining the market rate for a particular position?
2. How much do rates vary by geographic area?
3. How might a job candidate make use of the information provided by this site?
4. In what ways could an employer use the information provided by this site?
5. What factors should be considered when conducting a relocation analysis?
6. General comments about this web site.


Site Description: This web site, provided by a firm called Gainsharing Inc., presents a basic overview of gainsharing programs and promotes the in-house and public gainsharing workshops offered by the company.

Directions for exploring the site: Begin by scrolling down the page, reviewing the Introductory comments provided. When you get to the bulleted list, click on the "Gainsharing - Questions/Answers" link. Select the first two questions and review the answers and then select at least one other question of interest to you and review that answer. Return to the home page and this time, select the "What You’re Missing" link. Review the information presented on this page. Explore any other sections of the site that interest you.

Sample Learning Questions:
1. What are the advantages and disadvantages of gainsharing as a form of compensation?
2. What is the difference between gainsharing and profit-sharing programs?
3. How could a HR professional use this site? Would it also be helpful to employees? In what way?
4. General comments about this web site.

4. Site Title: Salary.Com www.salary.com

Site Description: Salary.com offers compensation information by providing salary survey information. In addition to being a valuable source for competitive job pricing information, it is an excellent resource for individuals to find out the market value for their job, search for job opportunities and educate themselves about how to become more marketable. The site also does a good job of explaining the importance of identifying and understanding the components, other than base salary, that comprise total compensation.

Directions for exploring the site: Look over this main page and see what kinds of information is available from this website. Locate the "Salary Wizard" on the left side of the page. Select a job category and location (either by zip code or metropolitan area) and then click on "search." Select the appropriate job title and then click on the "view a basic report" button. Look at the information provided regarding bonuses and benefits as well as base salary. Under the results are three links under the heading "Compare Base Salary to...". Use these tools to compare similar jobs in the same location or the same job in a different location. Play around with these tools to see how
salaries vary. Review the job description below the results. Next, click on the “Advice” tab at the top of the page. Use the menu on the left-hand side of the page (under the "more advice..." heading) explore at least one topic under each of the “base salary,” “bonuses,” and “negotiation” headings.

Sample Learning Questions:

1. If a company offers a lower base salary than its competitors, what other benefits can the company use to attract qualified candidates?
2. Much of the information presented at this site is targeted towards job seekers or employees. In what ways is this information relevant for organizations and HR professionals specifically?
3. What did you think of the information presented under the salary advice section?
4. Was the information sound? Was it useful? What additional topics do you think they should add?
5. General comments about this web site.

5. Salary Source  www.salarysource.com

Site Description: The Salary Source provides, for a fee, customized salary surveys featuring data gathered from multiple survey sources. Purchasers can choose from 350 benchmark jobs and thousands of base cities. Salary Source also features several pages of free information including links to compensation and HR websites, educational articles covering a variety of compensation topics, and “mini” job descriptions.

Directions for exploring the site: Read over the home page. Under the column, “You are a manager or human resources professional,” click on the “SalarySource” link and review the information provided there. Back at the home page, click on the "Site Help" link from left-hand side menu to get an in-depth description of the services offered by the Salary Source. Below the description of services is a sample survey report. Move your mouse over the various parts of the survey to read the explanation provided in the box below the report describing each section of the survey and why it is important. Then continue to scroll down the page to view how Salary Source defines various compensation terms. Return to the top of the page and click on the "Mini Job Descriptions" link from the left-hand menu. Look at the information provided in the mini job descriptions by clicking on two or three different job titles. You may also want to select the "Articles and Info" link from the left-hand menu and review the various compensation articles provided.

Sample Learning Questions:

1. Salary Source emphasizes that it (a) uses multiple survey sources, (b) generates reports for specific cities rather then geographic regions, and (c) can "age" the data forward up to 12 months. Are these important considerations? Why or why not?
2. What was your impression of the sample survey report? As an employer, if you were trying to price a position, would the information provided be sufficient? Is there any information missing that you feel should be included? What about from the perspective of an applicant or a current employee?
3. Are the mini job descriptions sufficiently detailed to ensure that the job you are pricing is comparable to the jobs surveyed? What would be the advantages and disadvantages of having more detailed descriptions?
4. General comments about this web site.

6. Employee Benefit Research Institute  www.ebri.org

Site Description: This is the Employee Benefit Research Institute's (EBRI) web site. EBRI is a non-profit, non-partisan organization that focuses on advancing knowledge and understanding of employee benefits and their importance to the economy. The web site disseminates data, policy research, and other information relating to employee benefits.

Directions for exploring the site: The main menu for the site is in the upper left-hand corner of the home page. Once you leave the home page, these main menu options will be at the very top of the page. Begin by selecting "About EBRI" and reading the brief description of the organization. Then select “Site Map” and review the information provided. Select the "Reference Services" link and look at the information there. Towards the
bottom of the page is a list of additional links. Click on "What's New in Employee Benefits" (located at the bottom of the page), scan the list of articles and reports, and select one to review. Return to the same section where you found "What's New in Employee Benefits" but this time select the "Reference Shelf" link. Select a benefit topic of interest from the list provided, and then scan the list of references provided. Select and review one or two of those references. Click on "Publications" from the home menu at the top of the page. Review the listings of research findings, books and special reports available that deal with benefits

Sample Learning Questions:

1. What did you learn about benefits that you did not know prior to visiting this site?
2. What are the most pressing issues relating to employee benefits? To what extent do the reports and resources found at this site address those issues?
3. Were the benefits or issues addressed under the "what new in employee benefits" section cutting edge or warmed over topics?
4. Were there benefits or issue missing from the list found under the "reference shelf" link?
5. What factors need to be considered by an organization in deciding what benefits they should offer to its employees? In what ways can the information provided at this site help inform that decision?
6. How do decisions about benefits impact organizational performance?
7. General comments about this web site.


Site Description: This is the web site for the International Foundation of Employee Benefit Plans (IFEBP). The IFEBP is a large association of compensation and benefits professionals that provides education and information to the benefits and compensation industry. While some areas are restricted to members, the site contains several good resources for non-members.

Directions for exploring the site: Begin exploring the site by clicking on the “Knowledge Center” link at the top of the page, and then click on “Critical Issues.” Read through the information there. Then back at the home page, on the right hand side, scan the "Today’s Headlines" items listed on the home page. Select a few articles that interests you and review the article or summary. Then place your cursor over the "About Us" link from the navigation menu on the left side of the page and then select "Membership Services" from the pop-up menu. Review the information presented on this page to understand the services this organization provides to its members. Finally, select the "Glossary of Terms" link from the navigation menu at the bottom of the page. Enter a compensation or benefits term in the "search for" box and click on "start search." Review the definition provided and look up a few more terms that you might have heard but are unclear of the precise definition.

Sample Learning Questions:

1. Would you consider joining this professional organization? Why or why not?
2. Which news item and hot topics did you select to review? Why did you choose those topics? What did you learn from the material presented that you didn't previously know?
3. How useful is the glossary of terms? If you looked up terms you knew, did you agree with the definitions? For the terms you were unsure about, did the glossary provide a clear definition?
4. General comments about this web site.