

MANA 7358 – COMPENSATION & BENEFITS

MANAGING HUMAN RESOURCES – Spring 2019, Class #15299

Time: Online
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COURSE OBJECTIVE

The focus of this course is to consider the applied issues in the direct compensation of employees. The course is intended to develop skills in making compensation decisions and examine current issues in compensation administration. During this course students will develop a compensation plan for an organization. The goals of the plan will be to control labor costs while maintaining the organization's ability to attract, retain, motivate and develop a competent work force.

COURSE CIVILITY

As students enrolled in courses offered by the Bauer College, you are expected to adhere to the ethical principles described in the Bauer Code of Ethics and Professional Conduct (Bauer Code), in addition to those required by the UH Student Handbook. You may review the Bauer Code by clicking on the following link - <http://www.bauer.uh.edu/BCBE/BauerCode.htm>. You may obtain a copy of the UH Student Handbook from the Dean of Students Office located in room 252 of the University Center, or by visiting the publications webpage on the Dean of Student's website at <http://www.uh.edu/dos/pub.html>. Students are expected to conduct themselves in this online course as follows:

- **Respect for other students** – Everyone is required to participate in online discussions. While doing so, it is important to allow everyone to fully express their opinions. The online environment must be conducive to encouraging full participation from each student.
- **Preparation for discussions** – You are expected to prepare for discussions by reading all assignments and all posts of the other students. Your preparation will show by the quality of your posts.
- **Harassment** – Harassing, obscene, rude, uncivil, inappropriate, or unprofessional comments will not be tolerated. Although this pertains largely to online posts, it also includes emails or voice messages to other Bauer students, faculty, or staff.

BLACKBOARD LEARN

Blackboard Learn will be used in this class as a course management tool. Specific options for this class are described below. To access Blackboard Learn, please obtain a Cougernet ID and login at: <http://www.uh.edu/blackboard>. If you have questions about Blackboard or need technical assistance, you can click on the “get help” link on the Blackboard website, call the help-line at 713-743-1411 (M-F 8am-8pm), or visit the IT Support Center in room 56 of the library (M-F 8am-8pm). Contact me for any course-related questions.

- **Discussion Board**
The discussion board tool will be used for weekly discussions on topics from the required readings. New discussion questions will be posted every Monday.
- **E-Mail**
Use the e-mail option to e-mail me or your classmates within Blackboard Vista. Outside e-mail addresses are not needed. Simply select your recipient(s) using the “Browse” function.
- **Grades**
Use this tool to access your grades for this class including assignments, presentations, and the final course grade.
- **Assignments**
This tool will be used to submit your assignments. Instructions for the assignments are available under this tool and later in this syllabus. Late assignments will be accepted with a 10% late penalty for every 24 hours late.

ACADEMIC HONESTY

The University of Houston Academic Honesty Policy is strictly enforced by the C. T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook, which can be found at <http://www.uh.edu/dos/hdbk/acad/achonpol.html>. Students are expected to be familiar with this policy.

ACCOMODATIONS FOR STUDENTS WITH DISABILITIES

The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone 713-743-5400), and present approved accommodation documentation to their instructors in a timely manner.

COURSE EVALUATIONS

The Bauer College has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to the instructors and Bauer Administration through the evaluation process.

UH CAPS

Counseling and Psychological Services (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS (<http://www.uh.edu/caps>) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. No appointment is necessary for the "Let's Talk" program (http://www.uh.edu/caps/outreach/lets_talk.html), a drop-in consultation service at convenient locations and hours around campus.

REQUIRED TEXTS

Newman, J.M., Gerhart, B., & Milkovich, G.T. 2017. *Compensation, 12th Edition*. New York, NY: McGraw Hill Education. ISBN:978-1-259-53272-6

DETERMINANTS OF THE TERM GRADE**Percentages**

Project - Phase 1	= 20%
Project - Phase 2	= 20%
Project - Phase 3	= 20%
Project - Phase 4	= 20%
<u>Online Discussion Contribution</u>	<u>= 20%</u>
Total	= 100%

Points

Point values are as follows:

Project Phase 1.....	40 points
Project Phase 2.....	40 points
Project Phase 3.....	40 points
Project Phase 4.....	40 points
<u>Online Discussion Contribution.....</u>	<u>40 points</u>
Total.....	200 points

Grades

Grades will be based on the following point totals:

A	186.0 - 200.0 points
A-.....	180.0 - 185.9 points
B+.....	174.0 - 179.9 points
B	166.0 - 173.9 points
B-.....	160.0 - 165.9 points
C+.....	154.0 - 159.9 points
C	146.0 - 153.9 points
C-.....	140.0 - 145.9 points
D+.....	134.0 - 139.9 points
D	126.0 - 133.9 points
D-.....	120.0 - 125.9 points
F	000.0 - 119.9 points

ONLINE DISCUSSION CONTRIBUTION

Blackboard discussion contribution counts 40 points. The Blackboard discussion will be based on the week's readings as specified on the schedule below. Blackboard discussion contribution points will be based on the quality and quantity of each student's postings, as well as the quantity of postings each student has read. High quality posts will be more than just opinions; they will include references and links to material that supports the opinions. Students are expected to contribute two quality posts per week. To get full credit, students are expected to read at least 90% of the other students' posts.

PROJECT

Students will develop a compensation plan for an organization in four phases. The plan will ultimately create the pay structure for this organization and will include policies to maintain the structure. Each phase will be due at midnight on the date specified in the schedule below. Late projects will be accepted with a 10% penalty per day late. Projects should be turned in via Blackboard's assignment function and will be submitted to turnitin.com to be analyzed for plagiarism. (Go to http://www.turnitin.com/research_site/e_home.html to learn more about plagiarism and how to avoid it.) Students may do the project independently or in a group (up to 3 students). All students in a group will receive the same grade for the project. Students having difficulty with their group may break away from the group at any phase, however, students working independently may not join groups later. That is, if you do Phase 1 individually, the entire project must be done individually. Projects should be done exclusively for this class without collusion (except within groups.) The projects that receive an A will be well written, be free from errors, be appropriately referenced, accurately apply the course content, look professional, be realistic and functional, and meet the guidelines as specified below.

The Organization

You are planning on opening a "Canine Wellness Center" in the Heights. You will need to hire numerous employees and then will need to determine how much to pay them. Thus, you will need to create a compensation plan that will control labor costs while maintaining the organization's ability to attract, retain, motivate, and develop a competent work force. The plan should also be well justified and perceived as fair by the employees. The jobs you intend the company to have include: General Manager, Veterinarian, Cashier, Sweeper, Bookkeeper, Dog Stylist, Dog Walker, Dog Dietician, Dog Jewelry Maker, and Dog Physical Therapist.

Phase 1 -- Job Descriptions

In this phase you will create job descriptions for the 10 jobs listed above. These job descriptions should include:

- a summary of the job,
- the duties, tasks, and responsibilities of the job,
- the knowledge, skills, and abilities needed to do the job,
- the experience and qualifications needed to do the job,
- the context and working conditions of the job, and
- the internal and external relationships related to the job.

Information and examples of job descriptions can be found in the book and at:

- <https://www.onetonline.org/>,
- <https://www.indeed.com/hire/how-to-write-a-job-description>,
- <https://www.hr.pitt.edu/sites/default/files/JobDescriptionWritingGuide.pdf>,
- <https://www.shrm.org/resourcesandtools/tools-and-samples/job-descriptions/pages/default.aspx>

(please note, this last website requires membership to SHRM [Society of Human Resource Management], which is available to students for \$40 a year – I would highly recommend it).

Remember that these descriptions will be used as the basis for hiring, compensating, and evaluating the performance of employees. They should be as comprehensive as possible and should capture your vision for what the job will entail. Thus, your job descriptions should be 1 to 2 pages each.

Phase 2 - Job Evaluation

In this phase you will create a job evaluation plan for your company and will evaluate the 10 jobs from phase 1 using your job descriptions. You will use the point method for your evaluation plan, with 1000 points being the most points any job could receive. Creating this plan entails selecting compensable (or job) factors, defining factor degrees, and assigning factor weights. Compensable factors and factor degrees are generally described with a short paragraph. You should have between 5 and 7 compensable factors. You should turn in your evaluation plan as well as a summary page of the evaluation of your jobs. This summary page should include the total point value of each job as well as the point value of each job on each compensable factor.

Phase 3- The Pay Structure

In this phase you will create a pay structure for your organization. It should resemble Exhibit 8.18 from the book, although the x-axis should be evaluation points. You should turn in:

- copy of your pay structure,
- a summary table describing the evaluation point range, minimum, maximum, and midpoint of each grade,
- a summary table of the minimum, maximum, and midpoint of each job, and
- a description of the process used to create the structure including the source of salary data.

Your structure should have between 5 and 8 pay grades, should meet all current legal requirements, and be adaptable to new jobs.

Phase 4- Updating the Structure and Benefits

In this phase you will create a plan for updating the structure and providing benefits. This should include specifying how raises will be determined, how new employees will be incorporated into the structure, how the pay structure will be audited to detect possible discrimination, and when and how the structure will be updated in the future. Raises should be based on a merit system with 5 levels of performance: 1-poor, 2-needs improvement, 3-satisfactory, 4-good, 5-outstanding. Auditing should involve compa-ratios and equity adjustments. The section on benefits should describe the process the company will use to determine which benefits to offer and a plan on administering them.

SCHEDULE:

<u>Date</u>	<u>Topic</u>	<u>Readings</u>	<u>Pages</u>
January 14 th	Introduction to Compensation <i>Discussion Board Opens</i>	Newman, Chapter 1	3-30
January 21 st	Compensation Strategy	Newman, Chapter 2	40-63
January 28 th	Job Analysis	Newman, Chapter 4.	106-136
February 4 th	Internal Alignment <i>Project – Phase 1 due at midnight</i>	Newman, Chapter 3.	73-100
February 11 th	Job-Based Structures and Job Evaluation	Newman, Chapter 5.	140-170
February 18 th	Person-Based Structures	Newman, Chapter 6.	173-203
February 25 th	Defining Competiveness <i>Project – Phase 2 due at midnight</i>	Newman, Chapter 7.	213-252
March 4 th	Pay Levels and Structures	Newman, Chapter 8.	262-300
March 11 th	SPRING BREAK – no course work		
March 18 th	Legal Issues in Compensation	Newman, Chapter 17.	611-655
March 25 th	Pay for Performance <i>Project – Phase 3 due at midnight</i>	Newman, Chapter 9.	312-340
April 1 st	Pay for Performance Plans	Newman, Chapter 10.	348--378
April 8 th	Performance Appraisals	Newman, Chapter 11.	384-414
April 15 th	Benefits	Newman, Chapter 12.	442-464
April 22 nd	Benefit Options <i>Project – Phase 4 due at midnight</i>	Newman, Chapter 13.	470-494
April 29 th	<i>Course Ends.</i> <i>Discussion Board closes at 10am.</i>		

This schedule is tentative and may change due to situational factors.