San José State University  
College of Business  
Organization and Management  
Business 158: Compensation and Rewards  
Section 20662-01  
Spring Semester 2016

Course and Contact Information

Instructor: Tim Brown  
Office Location: Boccardo Business Center 555  
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Email: tbrown@radford.com or timothy.brown@sjsu.edu  
Office Hours: Thursdays, 5:45 – 7:00pm  
Class Days/Time: Thursdays, 3:00 – 5:45pm  
Classroom: BBC 021 (ground floor – use courtyard entrance)  
Prerequisites: Business 91L and Business 150

Faculty Web Page and MYSJSU Messaging
Copies of the course materials such as the syllabus, and schedule may be found on my faculty web page accessible at http://www.sjsu.edu/people/timothy.brown. These documents and all major assignment handouts, lecture slides, and grades are shared are on the course CANVAS site. Students are responsible for checking the course website for new material each week on the day the course meets. Use of a hard or soft copy of the lecture slides for note taking is recommended.

Course Description
The course provides exposure to organizational compensation and reward systems presented through textbook materials, handouts, lectures (including current events), exercises and discussion, individual and group project assignments, guest speakers and review of typical calculations used in compensation analysis projects. Topics include theories and practices of compensation and benefits; strategies to establish and administer equitable pay structures; job analysis and evaluation, compensation surveys, motivation and skill-based pay systems, long-term and short-term performance plans, merit increases, bonus, stock options and restricted stock, profit-sharing, executive compensation and sample excel tools used in compensation analysis.

Recommended Texts/Readings
Textbook: George T. Milkovich, Jerry M. Newman, Barry Gerhart  
(Text available at SJSU bookstore or online as an e-book at considerable cost saving.  
NOTE: The soft cover International version is a less costly alternative to the hardback)  
You can learn about ordering e-books at: https://ebooks.prismonline.com/eBookstore/FullEBooks.jsp
Other Readings

Topical articles and reference material may be provided by the instructor and distributed during class.

Other equipment / material requirements

A handheld calculator may be used during quizzes and exams. Students are required to provide a Scantron form and #2 pencil for use during midterm and final exams.

Course Goals and Student Learning Objectives

Upon successful completion of this course, students will be able to:

1. Analyze problems, issues and concerns from a total compensation, organizational effectiveness and contingency perspectives.

2. Demonstrate the ability to use key compensation terminology and analytical processes in rewards-related areas including job documentation and pay-level evaluation.

3. Evaluate viewpoints from compensation professionals as input in the development of one’s own personal perspective of compensation, reward and motivation issues, and applying critical thinking to organizational problem solving.

4. Recognize the importance of, and develop skills using, defensible personal judgment as part of decision-making in situations where a single correct answer does not exist.

5. Display a working knowledge of relevant topics for compensation and benefit practitioners in the workplace today.

6. Discuss business situations using a compensation management perspective. Apply critical thinking skills to develop recommendations and alternatives.

7. Grow in self-confidence as both an independent and group decision-maker.

8. Practice interview and presentation skills in a compensation and benefits program scenario applicable to problem assessment and solution development assignments.

9. Demonstrate an understanding of the relationship between HR management objectives, economic theory and compensation program applications in organizations.

10. Discern major concepts from presented materials and identify applications for today’s global business environment.

Course Requirements and Assignments

SJSU classes are designed such that in order to be successful, it is expected that students will spend a minimum of forty-five hours for each unit of credit (normally three hours per unit per week), including preparing for class, participating in course activities, completing assignments, and so on. More details about student workload can be found in University Policy S12-3 at http://www.sjsu.edu senate/docs/S12-3.pdf.
University policy F69-24 at http://www.sjsu.edu/senate/docs/F69-24.pdf states, “Students should attend all meetings of their classes, not only because they are responsible for material discussed therein, but because active participation is frequently essential to insure maximum benefit for all members of the class. Attendance per se shall not be used as a criterion for grading.”

BSBA Program Learning Goals

**Goal One: Business Knowledge:** Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.

**Goal Two: Communication:** Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately.

**Goal Three: Ethical Awareness:** Recognize, analyze, and articulate solutions to ethical issues that arise in business.

**Goal Four: Leadership, Teams and Diversity:** Comprehend the challenges and opportunities of leading and working in diverse teams and environments.

**Goal Five: Critical Thinking:** Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology.

**Goal Six: Innovation:** Recognize, analyze, and articulate strategies for promoting creativity and innovation.

Grading Policy

**Exams: 45 percent of course grade**
Students who miss an exam will automatically receive a score of zero for the exam unless pre-arrangements have been made for a make-up exam due to unique emergency circumstances.

Test dates will be confirmed at least one week in advance. Midterm exams will predominately consist of True/False and Multiple Choice questions. A substantial portion of the second midterm and final exam includes math calculations. The final exam includes short essay responses demanding knowledge of key concepts discussed in class.

While lectures and class discussions introduce most topics, exams may include material from the textbook about discussed subjects, including material not specifically referenced during lectures. Exams will cover class discussion, guest presentations, assigned textbook reading, handouts and exercises in each section of the course.

In sum, the closed book exams will cover the entire class experience, not just the textbook or lecture slides. Each student must provide a #2 pencil and Scantron form at each exam. A calculator may be used during the second midterm and the final exam.

**Projects: 30 percent of course grade**
There will be two projects during the semester. Details are in separate documents posted online. Instructions will be distributed during class on the day of the first midterm (Week 4). Projects not submitted on time will be penalized with a 10% reduction in grade; projects will not be accepted more than one week late.

- The first assignment involves individual development of a job description and resume to be reviewed by a group of fellow students. The project also requires your input and evaluation of other student’s work.
The project grade is based on success in documenting the compensable aspects of a job using a formal description and the effectiveness of communicating links between a resume to position requirements.

- The second assignment involves a group interview of a Compensation or Human Resources Manager about their company’s compensation and rewards philosophy and practices. A critical analysis of the company and interview findings will be submitted in writing; a summary presentation to the class involving each group member is required. The final project grade is based on the written report, the presentation, feedback from others on the group’s presentation, and team evaluation of the process used by the group and contribution of team members.

Commitment to group participation is expected. Each team member will receive the group grade for the project (distinct from classroom participation points) unless the group presents an acceptable alternative to the instructor in advance of final grading. Some form of peer evaluation is involved for a portion of the total project score. Members not contributing at all to the group risk receiving zero points for the project.

**Quizzes: 9 percent of course grade**

There will be three quizzes during the semester, normally given at the start of the class session. Those who miss a quiz will automatically receive a score of zero for that quiz. Advance notice of quizzes will be made in class, confirming the schedule outlined below. Each quiz will include a limited number of questions, sourced primarily from the class lecture session preceding the quiz or referenced text section. Quizzes may cover material not specifically discussed in class. Quizzes are graded in class by fellow students. Quiz format include True/False, matching, and compensation math questions (with formulas provided).

**Classroom: 16 percent of course grade**

Class participation points can be earned by demonstrating engagement with the professor in the class lectures, discussions as well as through contributions such as asking questions during class and raising subject-relevant current event topics to the class. The instructor may also call on individual students for contribution to class discussions.

Note: if you are not able to get questions or concerns addressed in class, you may send questions by e-mail to the instructor for response during normal business hours.

Classroom participation is also based on evaluation of guest speaker presentations. Note: the instructor will modify the weekly agenda as speaker availability dictates. Your typed comments and feedback of each guest speaker’s topic is due at the start of the first class meeting after the speaker. The format is “brief open essay” not to exceed a page.

<table>
<thead>
<tr>
<th>Scoring Opportunities</th>
<th>Weight</th>
<th>Format Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quizzes</strong></td>
<td>9%</td>
<td>true/false (t/f); matching, math: 3@30 = 90 points</td>
</tr>
<tr>
<td>Midterm exam #1</td>
<td>15%</td>
<td>multiple choice (m/c); t/f questions: 150 points</td>
</tr>
<tr>
<td>Midterm exam #2</td>
<td>15%</td>
<td>m/c; t/f, math problems: 150 points</td>
</tr>
<tr>
<td>Project # 1</td>
<td>10%</td>
<td>individual writing/research w/ group aspects: 100 pts</td>
</tr>
<tr>
<td>Project # 2</td>
<td>20%</td>
<td>paper; present; rate presents; group part: 200 pts</td>
</tr>
<tr>
<td>Class Contribution</td>
<td>5.5%</td>
<td>ask/answer Q’s, teamwork, make self known: 55 pts</td>
</tr>
<tr>
<td>Guest Speaker Evaluations</td>
<td>10.5%</td>
<td>7 speakers, 15 points each evaluation: 105 pts</td>
</tr>
<tr>
<td>Final Exam</td>
<td>15%</td>
<td>m/c; t/f; comp math; summary essays: 150 points</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
<td>Total available: 1,000 points</td>
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</tbody>
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Extra credit opportunities are not scheduled and generally not anticipated. Students should see the instructor if extraordinary circumstances are thought worthy of an exception.

### Grading information:

<table>
<thead>
<tr>
<th>Percent of possible score</th>
<th>Total points</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>94% and above</td>
<td>940 pts+</td>
<td>A</td>
</tr>
<tr>
<td>93% - 90%</td>
<td>900 pts+</td>
<td>A-</td>
</tr>
<tr>
<td>89% - 87%</td>
<td>870 pts+</td>
<td>B+</td>
</tr>
<tr>
<td>86% - 84%</td>
<td>840 pts+</td>
<td>B</td>
</tr>
<tr>
<td>83% - 80%</td>
<td>800 pts+</td>
<td>B-</td>
</tr>
<tr>
<td>79% - 77%</td>
<td>770 pts+</td>
<td>C+</td>
</tr>
<tr>
<td>76% - 74%</td>
<td>740 pts+</td>
<td>C</td>
</tr>
<tr>
<td>73% - 70%</td>
<td>700 pts+</td>
<td>C-</td>
</tr>
<tr>
<td>69% - 67%</td>
<td>670 pts+</td>
<td>D+</td>
</tr>
<tr>
<td>66% - 64%</td>
<td>640 pts+</td>
<td>D</td>
</tr>
<tr>
<td>63% - 60%</td>
<td>600 pts+</td>
<td>D-</td>
</tr>
<tr>
<td>Below 60%</td>
<td>599 pts-</td>
<td>F</td>
</tr>
</tbody>
</table>

### Summary: Penalty for late or missed work:

Missed exams result in a score of zero for that exam. Missed quizzes result in a score of zero for that quiz.

Projects submitted up to one week late result in a penalty of 10% off the computed score. Projects submitted more than one week late result in a score of zero. Failure to actively participate in group assignments may result in a score of zero for the participation portion of the project grade.

Guest speaker evaluations are due the session following the presentation. Scores are reduced five points for late submission, handwritten submission, incomplete/not well thought out response and/or missing the presentation.

NOTE that [University policy F69-24](http://www.sjsu.edu/senate/docs/F69-24.pdf) at http://www.sjsu.edu/senate/docs/F69-24.pdf states that “Students should attend all meetings of their classes, not only because they are responsible for material discussed therein, but because active participation is frequently essential to insure maximum benefit for all members of the class. Attendance per se shall not be used as a criterion for grading.”

### Classroom Protocol

It is important and expected that students will arrive for class prior to the starting time. Staying for the duration of class is expected as a courtesy to the instructor and fellow students. One key ingredient for making this class a valuable learning experience is **constructive student participation**.

Use of laptop computers is allowed, but only for class purposes such as note taking. Refrain from other uses.

You are expected to read class assignments in advance and participate in the class discussions. The material covered in class supports and expands upon what is described in the textbook.
Strong performance on exams and quizzes generally correlates with regular attendance and active participation. If you anticipate missing a class session, discuss the situation with the instructor in advance. Make every effort to attend classes. Make up exams or quizzes will NOT be given except in extraordinary circumstances. A missed point-scoring opportunity results in a score of zero for that assignment.

University Policies

General Expectations, Rights and Responsibilities of the Student

As members of the academic community, students accept both the rights and responsibilities incumbent upon all members of the institution. Students are encouraged to familiarize themselves with SJSU’s policies and practices pertaining to the procedures to follow if and when questions or concerns about a class arises. To learn important campus information, view University Policy S90–5 at http://www.sjsu.edu senate/docs/S90-5.pdf and SJSU current semester’s Policies and Procedures. In general, it is recommended that students begin by seeking clarification or discussing concerns with their instructor. If such conversation is not possible, or if it does not address the issue, it is recommended that the student contact the Department Chair as the next step.

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Add/drop deadlines can be found on the current academic year calendars document on the Academic Calendars webpage at http://www.sjsu.edu/provost/services/academic_calendars/. The Late Drop Policy is available at http://www.sjsu.edu/aars/policies/latedrops/policy/. Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the Advising Hub at http://www.sjsu.edu/advising/.

Consent for Recording of Class and Public Sharing of Instructor Material

University Policy S12-7, http://www.sjsu.edu senate/docs/S12-7.pdf, requires students to obtain instructor’s permission to record the course and the following items to be included in the syllabus:

- “Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor’s permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.”
  - It is suggested that the greensheet include the instructor’s process for granting permission, whether in writing or orally and whether for the whole semester or on a class by class basis.
  - In classes where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.
- “Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.”

Academic integrity

Your commitment, as a student, to learning is evidenced by your enrollment at San Jose State University. The University Academic Integrity Policy S07-2 at http://www.sjsu.edu senate/docs/S07-2.pdf requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of
Student Conduct and Ethical Development. The Student Conduct and Ethical Development website is available at http://www.sjsu.edu/studentconduct/.

**Campus Policy in Compliance with the American Disabilities Act**

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please meet with me as soon as possible. Presidential Directive 97-03 at requires that students with disabilities requesting accommodations must register with the Accessible Education Center (AEC) to establish a record of their disability.