

San José State University
School of Management
Business 158: Compensation and Rewards
Section 20513-01
Spring Semester 2019

Course and Contact Information

Instructor:	John Cleveland
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Office Hours:	By appointment or 2:00pm – 3:00pm Thursdays
Class Days/Time:	Thursdays, 3:00 – 5:45pm
Classroom:	Boccardo Business Center 104
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/john.cleveland>. These documents and all major assignment handouts, lecture slides, and grades are shared on the course CANVAS site at <http://sjsu.instructure.com>. Students are responsible for checking the course website for new material each week before the course meets for lecture slides and updates. 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 lectures (including current events), textbook materials and handouts, individual and group project assignments, guest speakers, and the 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, short-term rewards (such as merit increases and bonuses), and long-term incentives (such as stock options and restricted stock), profit-sharing and examples of excel tools used in compensation analysis.

Lucas College and Graduate School of Business Program Goals

(Not All Program Learning Goals are Covered in Every Course)

BSBA 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.

Course Learning Outcomes

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

1. Analyze problems, issues and concerns from a total compensation, organizational effectiveness and employee engagement perspectives. The team project will provide you the opportunity to learn of other organizations approaches to attracting and retaining employees. You will be able to demonstrate your comprehension of similar concepts in your guest speaker evaluations.
2. Demonstrate the ability to use key compensation terminology and analytical processes in rewards-related areas including job documentation and pay-level evaluation by completing the individual project, quizzes and exams.
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. Interaction with guest speakers and your evaluation will demonstrate your understanding of compensation, reward and motivation issues.
4. Recognize the importance of, and develop skills using, defensible personal judgment as part of decision-making in situations where a single correct answer may not exist. You will be able to exhibit this during the team presentation of your project.
5. Display a working knowledge of relevant topics for compensation and benefit practitioners in the workplace today. Exams, quizzes and guest speaker evaluations will provide you the opportunity to show your working knowledge.
6. Discuss business situations using a compensation management perspective. Apply critical thinking skills to develop recommendations and alternatives. This is a key deliverable of your team project presentation and report.

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. Individual and team projects will provide you a vehicle to interview and present findings/recommendations.
9. Demonstrate an understanding of the relationship between HR management objectives, economic theory and compensation program applications in organizations. This will be included in exams and quizzes.

Required Texts/Readings

Textbook

Textbook: George T. Milkovich, Jerry M. Newman, Barry Gerhart
Compensation 12th Ed., 2017 ISBN 13-978-1-259-53272-6

IMPORTANT: Using either the 11th or 10th editions is an acceptable alternative to the 12th edition.

(NOTE: The soft cover International version is a less costly alternative to the hardback book, too.)

Learn about ordering e-books at: <https://ebooks.primisonline.com/eBookstore/FullEBooks.jsp>

Other Readings

Topical articles and reference material may be provided by the instructor and distributed during class. Students should be aware of articles in the news that relate to compensation issues and bring up topics for in-class discussions

Other technology requirements / equipment / material

A handheld calculator may be used during exams.

Course Requirements and Assignments

A separate document posted on the course website lists the lecture topics and assignment due dates

Final Examination or Evaluation

The final exam for the class consists of three parts: 1) multiple choice and true/false questions focused on lectured topics, textbook materials and guest speakers AFTER the second midterm; 2) math questions requiring computations or definitions discussed during the ENTIRE course; 3) short answer and essay questions requiring written discussion of compensation program components discussed in class AFTER the second exam.

More details can be found in [University Policy S06-4](http://www.sjsu.edu/senate/docs/S06-4.pdf) (<http://www.sjsu.edu/senate/docs/S06-4.pdf>) which states that “There shall be an appropriate final examination or evaluation at the scheduled time in every course, unless specifically exempted by the college dean who has curricular responsibility for the course.”

Grading Information

Course performance is assessed in numerous ways and overall grades are determined based on accumulated points. A Final examination is administered at the time specified by the University in accordance with policy. More information is available from University policy F15-12 at <http://www.sjsu.edu/senate/docs/F15-12.pdf>.)

Scoring Opportunities	Weight	Format Summary
Take home Quizzes	10%	true/false (t/f); matching, math: 100 points
Midterm exam #1	15%	multiple choice (m/c); t/f questions: 150 points
Midterm exam #2	15%	m/c; t/f, math problems: 150 points
Project # 1	10%	individual writing/research: 100 pts
Project # 2	20%	paper; present; rate presents; group part: 200 pts
Class Contribution	5%	ask/answer Q's, teamwork, make self known: 50 pts
Guest Speaker Evaluations	5%	guest speaker evaluations: 50 pts
Final Exam	20%	m/c; t/f; comp math; summary essays: 200 points
Total	100%	Total available: 1,000 points

Extra credit opportunities are built into the course and additional assignments are not scheduled and generally not anticipated. Students should see the instructor if extraordinary circumstances exist.

Summary: Penalty for late or missed work:

Missed exams result in a score of zero for that exam. Schedule conflicts should be managed in advance.

Missed quizzes (that is, not completed by the due date indicated on the schedule) receive a score of zero.

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 should be submitted on Canvas by the end of the class session following the guest's presentation. Failure to reference content discussed in the actual presentation will result in a loss of 5 points. Missed or late evaluations of guest speakers may receive a score of zero.

Quizzes: 10 percent of course grade

There will be quizzes during the semester, normally provided as take home. Quizzes serve to reinforce key points made during the previous lecture as well as provide reference material for key course concepts. Quiz questions are sourced primarily from the class lecture material but can include material referenced in slides not specifically discussed in class. Quiz formats include True/False, matching, and compensation math questions.

Exams: 50 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 and unchangeable 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 include math calculations. The final exam, worth 20 points includes short essay responses demanding knowledge of key concepts discussed in class.

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

The three closed-book exams will cover the entire class experience, not just the textbook or slides. A calculator may be used during the exams.

Projects: 30 percent of course grade

There will be two projects during the semester. Details are in separate documents posted on CANVAS. Instructions will be distributed in class on the day of the first midterm. 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 is a research and writing project requiring creation of a job description and expression of personal competence in consideration for employment. (10% of course grade)
- 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 to the group risk receiving zero points for the personal portion of the project. (20% of course grade)

Classroom: 10 percent of course grade

Class participation points can be earned by engaging with the professor and by asking questions and supporting discussions 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.

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 on canvas by the end of the first class meeting after the speaker**. The format is “open essay” not to exceed one page. Content should reflect information that demonstrates active participation, attention, and learning.

Grading information: The total points earned during the course translate to the grade you will receive:

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

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 in course 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.

Lucas College and Graduate School of Business: Program Goals and Classroom policy

<http://www.sjsu.edu/cob/Students/policies/index.html>

University Policies

Per University Policy S16-9, university-wide policy information relevant to all courses, such as academic integrity, accommodations, etc. will be available on Office of Graduate and Undergraduate Programs' [Syllabus Information web page](#) at <http://www.sjsu.edu/gup/syllabusinfo/>"

Lucas College and Graduate School of Business:

Mission: We are the institution of opportunity in Silicon Valley, educating future leaders through experiential learning and character development in a global business community and by conducting research that contributes to business theory, practice and education.