Course Syllabus
MGMT 4240 – Compensation & Performance Appraisal
Section M50 – Spring Semester 2016
Web Online

(Last updated: 1/14/2016)

Instructor: H. Kristl Davison, Ph.D.
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Office: FCBE #244
Office Hours: 2:30 – 4:00 p.m. Tuesday & Thursday, and by appointment

Course Overview:

Course description: Examination of the administration of compensation and performance management systems; use of job descriptions, job analysis, and job evaluation methods; employee benefits administration; global issues in compensation and performance management.

Pre-Requisites/Co-Requisites:
Pre-requisites: MGMT 3110, 3215, 3510.

Required Texts (and Related Materials):


There will also be various articles relevant to compensation that will be posted on eCourseware.

Course Goals & Objectives:

This course focuses on a specific area in Human Resources Management, namely compensation planning and performance management. As organizations have sought to improve the motivation and retention of their employees, compensation has become increasingly important as part of HR strategy. This course will examine compensation theories and models, job analysis and job evaluation, pay systems and structures, benefits, as well as internal and external fairness and legal issues in compensation.
1. To examine the current state and emerging trends in compensation and performance management.
2. To recognize the role and limitations of compensation in motivation and retention of employees.
3. To understand the legal issues in compensation and the legislation and regulations relevant to these issues.
4. To develop skills in decision-making in compensation management.
5. To understand the different compensation approaches that may be useful for motivating various types of employees.
6. To heighten your awareness of ethical issues in the development of compensation systems.
7. To enhance your written business communication skills.

**Fogelman College: Learning Outcomes for Your Degree**

This course is designed to help you to meet the overall learning objectives for the BBA degree offered by the Fogelman College. You should take the time to become familiar with the overall learning objectives as a student in the BBA program:

- [http://www.fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf](http://www.fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf)

**Course Methodology:**

**Online Courses:** This is an online course and much of the learning will be self-managed and self-paced. This has the benefit of accommodating each student’s unique schedule and learning style. Every activity/assignment will be done fully online and asynchronously. Students will be expected to login to eCourseware regularly (i.e., at least three times a week) for course news updates, required participation in discussion assignments, possible team activities, homework, or other required activities assigned by the instructor.

*It is important to note that you will have reading assignments every week and almost every single week there is an exercise or a discussion due for points that count toward your grade! It is extremely important that you commit to keeping up WEEKLY in this course, especially as the content of this course is cumulative and each week builds upon the previous week.*

**Professor’s Expectations:**

In general, students should assist the instructor in creating a positive, supportive environment for learning by staying engaged in the course and actively participating in all discussions. Student responsibilities include:

- Logging into eCourseware at least three times a week for participation activities and obtaining course news weekly updates
- Keeping up with deadlines through the course schedule in syllabus and eCourseware
- Carefully reading syllabus, assignment, and course content before asking instructor for clarification
• Promptly communicating with instructor for clarification on any course or personal matters
• Utilizing University-provided email account for communication in this course (rather than eCourseware email)
• Carefully proofreading all assignments, ensuring proper grammar, sentence structure, and accurate punctuation. If necessary, students should utilize free tutoring and writing help available through the University and completed well in advance of assignment due dates
• Treating all members of the course professionally and with respect
• Adhering to the University’s Code of Student Rights and Responsibilities and the Fogelman College of Business & Economics Standards for Academic Integrity. Cheating, unethical acts, plagiarism, or dishonest behavior of any form will NOT be tolerated.

Students’ Expectations:

What can you expect from me?

• I will respond to emails within two (2) business days. If I have not returned an email within that timeframe, I most likely did not receive your email. Please check the email address and re-send your message.
• You can expect me to grade thoroughly and provide feedback online to help you improve.
• You can also expect me to be available to help you—however I need to hear from you as to the type of help you may need. I need clear questions in your emails—be sure to identify the course information carefully. (Please see the “Email Guidelines” in the Course Policies Section.)

Guidelines For Communication:

Instructor Contact: Please use kristl.davison@memphis.edu as the primary means for contacting me. If you wish to speak to the Instructor, please first email to set up a meeting either by phone or face-to-face. Face-to-face meetings are during office hours in FCBE 244.

The Instructor will make every attempt to respond to email inquiries within 24-48 hours during the work week. Students will be notified when the Instructor is not available to meet the stated response time through email and in eCourseware news postings.

Discussion Guidelines:

• Review the discussion threads thoroughly before entering the discussion.
• Try to maintain threads by using the “Reply” button rather than starting a new topic
• Be respectful of others by not making insulting or inflammatory statements—the topic of Compensation can be controversial at times and political/philosophical views can come into play. Be polite and respectful of others’ views at all times—focus your discussion on logical/rational reasons for your propositions.
• Be positive, thoughtful, original, and constructive in-group discussions.
• Respond to discussion assignments in a timely manner.

Technology and Software Requirements:

• Please use Chrome or Firefox browsers for best experience (less technical difficulties). Note: Mac’s Safari browser can at times be problematic. Internet Explorer should NOT be used at all.
• The minimum hardware requirements for eCourseware compatibility can be found at http://www.memphis.edu/univcoll/online/technical.php.
• Students MUST have access to high speed Internet that is readily available.
• The software requirements are Microsoft Office Word, Microsoft Office Excel, Microsoft Office PowerPoint, and Adobe Acrobat Reader. No other word processing software will be accepted. If you don’t have MS Word, then you can use free software from Microsoft’s OneDrive or save your documents as a rich text file (rtf).

Technical Support:

For technical difficulties with eCourseware, use the UMhelpdesk by filling out a form at: http://umhelpdesk.memphis.edu or calling 901.678.8888.

Grading and Evaluation Criteria:

Discussion Forums & Exercises:
There will be 12 weekly discussion forums and/or exercises in the course. Please check the Course Calendar for opening and closing dates. Students are required to participate in ten (10) of these discussion forums, although two of these forums are mandatory (see below).

In the initial discussion, which is mandatory, you will introduce yourself to the class in approximately 150-200 words. You can tell the class what your major is, job experience, interest in compensation, etc. There will also be one discussion forum associated with a Budgeting Exercise, which is also mandatory. Information about this exercise will be posted on eCourseware, and the completed exercise is to be submitted in the Dropbox on eCourseware. Do not email the exercise directly to the instructor.

For the other 10 discussions in the course, I will post 1-2 focal questions about compensation-related topics, which may be based on information in the textbook or on supplemental readings that I will post. For each discussion, each student is to write one (1) thoughtful and interesting answer to the question I pose, or one (1) thoughtful response to an answer posted by a classmate. (Thoughtful answers should reveal your careful response to the post, more than mere agreement or disagreement.) You are welcome to post more than once in each weekly discussion, but I will only grade the first post—so make sure that your posted response is thoughtful and value-added.

Compensation Paper:
Students will research an issue related to Compensation and then write a coherent, scholarly paper discussing and summarizing their findings. Students may select a specific topic of their choice, subject to faculty approval. Approval for the paper topic must be
obtained by April 1. The paper must be a minimum of 1000 words (typed, double-spaced, 12-point font text with 1-inch margins) plus references (using appropriate citation formats, either APA or MLA). The paper must include at least five (5) references. Papers are due May 1.

If you are looking for ideas, potential topics would include issues described in our text or ones that you may have read or heard about recently related to compensation. Compensation-related issues appear in the news all the time. Some potential topics you might consider include:

- Pay secrecy
- Raising the minimum wage
- Paying for seniority vs. merit
- Salaries for professional athletes/actors
- Defined benefit vs. defined contribution
- Forced distribution performance appraisal
- Politician salaries
- Comparable worth
- CEO salaries
- Overtime for salaried employees
- How to fix Social Security
- Universal health care
- Lead, lag, or match pay policy
- Getting rid of tips for servers

**Midterm & Final Exam:**
The midterm and final exams may contain multiple choice, true-false, matching, fill-in-the-blank, short-answer, and/or essay questions. The exams will cover lectures and assigned readings, as well as discussions and other course materials. The midterm exam will cover chapters 1-6, and the final exam will be comprehensive (i.e., covering the whole course).

**Grading Components:**
Points earned in the course will be distributed as follows:

<table>
<thead>
<tr>
<th>Activities</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussions &amp; Exercises (10 @ 10 pts. each)</td>
<td>100</td>
</tr>
<tr>
<td>Compensation Paper</td>
<td>50</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>400 pts.</strong></td>
</tr>
</tbody>
</table>

**Final Course Grades:**
Final course grades are earned according to the following table:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Assigned Grade</th>
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<tbody>
<tr>
<td>360-400 Points</td>
<td>A</td>
</tr>
<tr>
<td>320-359 Points</td>
<td>B</td>
</tr>
<tr>
<td>280-319 Points</td>
<td>C</td>
</tr>
<tr>
<td>240-279 Points</td>
<td>D</td>
</tr>
<tr>
<td>Under 240 Points</td>
<td>F</td>
</tr>
</tbody>
</table>
**Course Topics and Course Calendar (approximate):**

We will sequentially cover the following topic areas. All changes will be announced via email and eCourseware.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/19</td>
<td>Intro. to Compensation &amp; the Pay Model</td>
<td>Ch. 1, Preface</td>
<td>Self-Introduction Discussion (due 1/22)</td>
</tr>
<tr>
<td>1/25</td>
<td>Strategy</td>
<td>Ch. 2</td>
<td>Budgeting Exercise &amp; Discussion (1/26 – 1/31)</td>
</tr>
<tr>
<td>2/1</td>
<td>Internal Alignment</td>
<td>Ch. 3</td>
<td>Discussion Forum #1 (2/2 – 2/7)</td>
</tr>
<tr>
<td>2/8</td>
<td>Job Analysis</td>
<td>Ch. 4</td>
<td>Discussion Forum #2 (2/9 – 2/14)</td>
</tr>
<tr>
<td>2/15</td>
<td>Job Evaluation</td>
<td>Ch. 5</td>
<td>Discussion Forum #3 (2/16 – 2/21)</td>
</tr>
<tr>
<td>2/22</td>
<td>Person-based Structures</td>
<td>Ch. 6</td>
<td>Discussion Forum #4 (2/23 – 2/28)</td>
</tr>
<tr>
<td>2/29</td>
<td>Competitiveness</td>
<td>Ch. 7</td>
<td>Midterm Exam covering Ch. 1-6 (due 3/6)</td>
</tr>
<tr>
<td>3/7</td>
<td><strong>Spring Break (March 7-11)</strong></td>
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<td></td>
</tr>
<tr>
<td>3/14</td>
<td>Pay Levels, Mix, &amp; Structures</td>
<td>Ch. 8</td>
<td>Discussion Forum #5 (3/15 – 3/20)</td>
</tr>
<tr>
<td>3/21</td>
<td>Pay-for-Performance</td>
<td>Ch. 9-10</td>
<td>Discussion Forum #6 (3/22 – 3/27)</td>
</tr>
<tr>
<td>3/28</td>
<td>Performance Appraisal</td>
<td>Ch. 11</td>
<td>Discussion Forum #7 (3/29 – 4/3)</td>
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<td></td>
<td></td>
<td></td>
<td><strong>Paper topic</strong> due 4/1</td>
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<tr>
<td>4/4</td>
<td>Benefits</td>
<td>Ch. 12-13</td>
<td>Discussion Forum #8 (4/5 – 4/10)</td>
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<tr>
<td>4/11</td>
<td>Government &amp; Legal Issues; Pay Administration</td>
<td>Ch. 17-18</td>
<td>Discussion Forum #9 (4/12 – 4/17)</td>
</tr>
<tr>
<td>4/18</td>
<td>Compensation of Special Groups</td>
<td>Ch. 14</td>
<td>Discussion Forum #10 (4/19 – 4/24)</td>
</tr>
<tr>
<td>4/25</td>
<td>Compensation of Unions</td>
<td>Ch. 15</td>
<td><strong>Compensation Paper</strong> due 5/1</td>
</tr>
<tr>
<td>5/3</td>
<td><strong>Comprehensive Final Exam</strong> (due 5/3)</td>
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Please note due dates are strictly adhered to.
Course Policies:

Syllabus and Course Changes:
I reserve the right to make changes to the syllabus, course schedule, deadlines, and/or assignments any time, with reasonable prior notice to students.

Academic Integrity:
The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes.

Plagiarism, cheating and other forms of academic dishonesty are prohibited. Such conduct includes, but is not limited to, an attempt by one or more students to use unauthorized information in the taking of an exam, to submit as one’s own work, themes, reports, drawings, laboratory notes, computer programs, or other products prepared by another person or to knowingly assist another student in obtaining or using unauthorized materials.

To understand plagiarism more, please visit: http://www.memphis.edu/fcbe/students/plagiarism.php

For more information on the Fogelman College of Business and Economics academic integrity policy, please visit: http://www.memphis.edu/fcbe/students/integrity.php

Note that using a “Solutions Manual” or “Instructor’s Guide” is considered cheating. Should I have evidence that a student is using one of these, I may take steps as described on the campus’ Office of Student Conduct website.

Turnitin Statement:
“Your written work may be submitted to http://www.Turnitin.com, or a similar electronic detection method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you WILL be required to submit your research work electronically and be given other instructions to follow. By taking this course, you agree that all assignments may undergo this review process and that the assignment may be included as a source document in Turnitin.com’s restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the Instructor may be penalized or may not be accepted at all.” (University of Memphis, Office of Legal Counsel, October 17, 2005)

Adding / Dropping:
If you have questions about adding or dropping classes, please refer to this page on the Registrar's website.
Attendance:

*Online Classes*: Students should login to the eCourseware system at least three times a week. Attendance and participation in weekly course activities is necessary for course success! Assignments, discussion postings, projects, and possible team activities are a part of the normal course week, so students MUST spend time in eCourseware participating in these activities.

eCourseware:

You are responsible for learning how to use eCourseware, for ensuring that you have access to a reliable computer and adequate Internet connection, and for addressing technical problems immediately.

E-mail:

All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account and it is your responsibility to check your U of M email regularly during the semester. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

I do not use eCourseware email. You must email me at kristl.davison@memphis.edu. I will not respond to emails sent through the eCourseware email system. I strongly recommend you email me from your U of M email rather than a personal email account. Email sent from students’ personal email addresses sometimes goes straight to my spam folder, so please be aware of this possibility.

Email Guidelines

- Always include a subject line with a specific concise topic and “4240—& section number”
- Remember without facial expressions some comments may be taken the wrong way—thus, be careful of your words and tone
- Use standard fonts
- Do not send large attachments without permission
- Special formatting such as centering, audio messages, tables, html, etc. should be avoided
- Use proper and correct grammar, spelling, and sentence format
- Provide your full name in the close of the message!

Course Behavior and Communication:

Ensure that your communication with me and your classmates is professional and courteous at all times in this course, just as you would in a business setting. Likewise, you should expect professional and courteous communication from me.
You are expected to demonstrate good written skills in all writing in this class (i.e., written assignments, online discussions, and emails), using correct spelling, grammar, punctuation, and word usage. Poor writing is unacceptable and will be reflected in your grade.

Ask me questions if you are confused about course expectations and assignments, but make sure you first read everything carefully (e.g., syllabus, course handouts, assignment instructions, course website, textbook, etc.) before requesting clarification. After reading everything thoroughly, if you still need more information, don’t hesitate to contact me. If you are experiencing a problem in the course, I encourage you to notify me immediately rather than waiting until the semester is over.

**Deadlines, Extra Credit, and Make-Up Work:**

Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Course Topics and Course Calendar” for all due dates for formally assessed work. A deadline extension will be considered only if all of the following conditions are met: (1) Extreme emergency and (2) Instructor contacted prior to the due date. Otherwise, late work will not be accepted after the due date.

I do not plan to offer extra credit in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus. I do not accept make-up work or negotiate extra assignments for students who are failing the class because they did not complete the work as assigned.

**Exams:**

Make-up exams will be given only in the event of extreme, unavoidable, and documented emergencies. If you are late or miss an exam without a valid excuse, you will not be permitted to retake it. Students are required to do their own work.

**Inclement Weather:**

In the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as TigerText, an emergency alert text messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather.

**Minor Children:**

In order to protect minor children (under the age of 18), The University of Memphis has a policy (see [http://umwa.memphis.edu/umpolicies/UM1645.htm](http://umwa.memphis.edu/umpolicies/UM1645.htm)) that states that no minor child will be allowed on campus in the workplace, in the classroom, or on campus in unsupervised circumstances.

For possible childcare openings on the UM Campus, please check with The Child
Development Center Evening Program for children 30 months through 12 years at 901.678.5059 for more information.

**Student Services:**

Please access the [FCBE Student Services](#) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance