Course Syllabus

MGMT 4240-M50
Compensation & Performance Appraisal
Fall Semester, 2020
Online Course
3 Credit Hours

Instructor: Dr. Kristen P. Jones
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Office Hours: By appointment via Zoom

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Course Overview:

This online course will cover topics such as the 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. Also, note that students must have earned a minimum of 45 credit hours and have met specific course prerequisites with a minimum grade of “C” to be eligible for all 3000 and 4000 level courses. In addition to these requirements, students seeking a degree in the Fogelman College of Business and Economics must have (1) completed all required lower division business courses with a minimum grade of “C” in each; (2) minimum of 2.25 GPA (2.5 for accounting majors) in all required lower division business courses and MATH 1830, 1421, or 1910, and (3) 45 hours of course work including MATH 1830, 1421, or 1910; COMM 2381 and 9 hours of English

Required Text (and Related Materials):

Course Goals & Objectives:
This course focuses on two specific areas in Human Resources Management, compensation and performance management. As organizations have sought to improve the recruitment, motivation, and retention of their employees, compensation and performance management have become increasingly important from a strategic perspective. This course will examine compensation theories and models, job analysis and job evaluation, pay systems and structures, benefits, performance appraisal and management, as well as internal and external fairness, and legal issues in compensation.

The objectives of this course are:

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, particularly through the use of practical exercises.
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 develop skill in compensation data analysis.
8. 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 degree program.

- BBA Program Outcomes (opens in new window)

GRADING AND EVALUATION CRITERIA

Compensation Exercises:
During the semester, we will have various exercises (job analysis, discussion board posting, etc.) which will be graded. These exercises will give you an opportunity to apply your knowledge of developing a compensation system. Please note that the discussion posts and the job analysis assignment will be open and available for you to work on until the closing due date mentioned in the course calendar on page 4. Note: See job analysis assignment instructions on eCourseware under ‘Content’ tab. For the job analysis assignment, please note that you are welcome to conduct the initial interview and/or observation virtually (e.g., Zoom, Skype, phone). You are NOT required to do this face-to-face.
Exams:

Each exam will contain 30 multiple choice questions. Exams will cover PowerPoint slides and assigned readings from your textbook and other course materials. Each exam will cover only the topics addressed since the previous exam. Exams will be taken via the “Quizzes” function on eCourseware. You will generally have about a one week-long window within which you can take each exam. Exams are timed meaning that once you click ‘start’, you will have 60 minutes to complete the exam (~2 minutes per question). I will send out an announcement each time an exam goes live, about one week prior to the closing date mentioned in the course calendar on page 4 below.

Please note that exams are not open book, and use of any materials including instructor solution manuals, textbook test banks, instructor’s guides, textbooks, or Internet searches is a violation of the UofM Academic Integrity Policy.

Summary of Graded Activities:

Points earned on the assessed activities will be distributed as follows:

- Five exams (each including 30 MC questions) worth 30 points each (5 x 30 = 150 points)
- Three discussion posts worth 25 points in total
  - Discussion post #1: Introduce yourself = 5 points
  - Discussion post #2: Pay transparency = 10 points
  - Discussion post #3: Pay-for-performance = 10 points
- One job analysis assignment worth 25 points (see assignment instructions on eCourseware under ‘Content’ tab)

Note: Total possible points in the course = 200

Final Course Grades:

Final course grades are earned according to the following table:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Percent Range</th>
<th>Assigned Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>180-200</td>
<td>90-100%</td>
<td>A</td>
</tr>
<tr>
<td>160-179</td>
<td>80-89%</td>
<td>B</td>
</tr>
<tr>
<td>140-159</td>
<td>70-79%</td>
<td>C</td>
</tr>
<tr>
<td>120-139</td>
<td>60-69%</td>
<td>D</td>
</tr>
<tr>
<td>0-119</td>
<td>0-59%</td>
<td>F</td>
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</table>
Course Topics and Course Calendar:

We will sequentially cover the following topic areas. Note that this schedule is tentative. Any and all changes will be announced via email. **Note:** The discussion posts and the job analysis assignment will remain open and available until the closing date as per the dates listed below. Exams will be made available approximately one week before the deadline.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/17</td>
<td>Introduction to Compensation &amp; the Pay Model; Strategy</td>
<td>Preface Ch. 1-2</td>
<td></td>
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<tr>
<td>8/24</td>
<td>Internal Alignment</td>
<td>Ch. 3</td>
<td></td>
</tr>
<tr>
<td>8/31</td>
<td>Job Analysis</td>
<td>Ch. 4</td>
<td>Discussion Post #1 closes Aug 31st</td>
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<td></td>
<td></td>
<td></td>
<td>Exam #1 (Ch. 1-3) opens Aug 31st</td>
</tr>
<tr>
<td>9/7</td>
<td>Job-Based Structures &amp; Job Evaluation</td>
<td>Ch. 5</td>
<td>Exam #1 (Ch. 1-3) closes Sept 7th</td>
</tr>
<tr>
<td>9/14</td>
<td>Person-Based Structures</td>
<td>Ch. 6</td>
<td></td>
</tr>
<tr>
<td>9/21</td>
<td>Competitiveness</td>
<td>Ch. 7</td>
<td>Discussion Post #2 closes Sept 21st</td>
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<td></td>
<td></td>
<td></td>
<td>Exam #2 (Ch. 4-6) opens Sept 21st</td>
</tr>
<tr>
<td>9/28</td>
<td>Pay Levels, Mix, &amp; Pay Structures</td>
<td>Ch. 8</td>
<td>Exam #2 (Ch. 4-6) closes Sept 28th</td>
</tr>
<tr>
<td>10/5</td>
<td>Pay-for-Performance</td>
<td>Ch. 9</td>
<td></td>
</tr>
<tr>
<td>10/12</td>
<td>Pay-for-Performance</td>
<td>Ch. 10</td>
<td>Job Analysis Assignment Due Oct 12th</td>
</tr>
<tr>
<td>10/19</td>
<td>Performance Appraisal</td>
<td>Ch. 11</td>
<td>Discussion Post #3 closes Oct 19th</td>
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<td>Exam #3 (Ch. 7-10) opens Oct 19th</td>
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<tr>
<td>10/26</td>
<td>Employee Benefits</td>
<td>Ch. 12-13</td>
<td>Exam #3 (Ch. 7-10) closes Oct 26th</td>
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<tr>
<td>11/2</td>
<td>Compensation of Special Groups &amp; Unions</td>
<td>Ch. 14-15</td>
<td>Exam #4 (Ch. 11-13) opens Nov 2nd</td>
</tr>
<tr>
<td>11/9</td>
<td>Government &amp; Legal Issues</td>
<td>Ch. 17</td>
<td>Exam #4 (Ch. 11-13) closes Nov 9th</td>
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<tr>
<td>11/16</td>
<td><strong>Take Final Exam (Exam #5 - Ch. 14, 15, 17) by Nov 23rd</strong></td>
<td></td>
<td>Final Exam (Exam #5 - Ch. 14, 15, 17) opens Nov 16th and closes Nov 23rd</td>
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COURSE POLICIES

Academic Integrity:

Plagiarism, cheating and other forms of academic dishonesty are prohibited. Students guilty of academic misconduct, either directly or indirectly, through participation or assistance, are immediately responsible to the instructor of the class in addition to other possible disciplinary sanctions which may be imposed through the regular institutional disciplinary procedures. (https://www.memphis.edu/osa/students/academic-misconduct.php)

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 (opens in new window).

Classroom Behavior and Communication:

All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you should review the Fogelman College’s Netiquette website (opens in new window).

You are expected to demonstrate good written skills in all writing in this class (e.g., written assignments, 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, 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.
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. You will receive all official course correspondence at this email account. 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.

Email is the easiest (and most preferred) method of communicating with me, and I am usually quite fast in responding. I will not respond to emails sent through the eCourseware email system. I strongly recommend you email me from your UofM email rather than a personal email account. Please note that you are required to email me from your university email. I will not respond to emails sent from a personal email.

Extra Credit:
I do not 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.

Late Assignments:
Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus, especially the “Course Schedule” above, 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.

Syllabus Changes:
The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course bulletin board.

Student Accommodations:
Students with accessibility issues or learning accommodation issues due to a disability should contact Disability Resources for Students (DRS) to submit an official request for course accommodations. Contact DRS at 901.678.2880 or at drs@memphis.edu. (https://www.memphis.edu/drs/index.php)
Student Health:

Students who have a positive COVID-19 test should contact the Dean of Students at deanofstudents@memphis.edu.

COVID-19 Notice:

As a student enrolled in an FCBE course, please be advised of the COVID-19 Resource Website (opens in new window) which contains information about student accommodation requests, health and safety requirements on campus, classroom conduct, and reporting a suspected COVID-19 illness.

Student Resources:

Students who need additional resources can visit the Dean of Students Office website at https://www.memphis.edu/deanofstudents/crisis/index.php.

Professional Development and Internships:

The Complete Professional Program in the Avron B. Fogelman Professional Development Center provides business majors an opportunity to make successful career transitions with professional development programming, resume development and mock interviews opportunities. To learn more, email them at professional@memphis.edu or visit the Professional Development Center website (opens in new window).

Career Services (opens in new window) is a campus-wide resource that offers career development support for all majors.