

Syllabus
Mgt 460.01 – Compensation Management
Spring 2008
8:30 – 9:20am MWF, BC 103

Instructor: Ashish Mahajan

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Office: GU 300A; **Phone:** 646-5679

Office Hours: Friday: 9:45 – 11:45 am & by appointment

Required Text:

Compensation, 9th Ed., By George T. Milkovich & Jerry M. Newman,

Publisher: McGraw Hill, 2008. ISBN: 0-07-296941-5

Text web site: http://highered.mcgraw-hill.com/sites/0072969415/information_center_view0/

Course Overview:

This is a general course in Compensation Management and provides a broad understanding of different components of compensation as well as internal and external factors influencing compensation decision making. We will review research on topics like job-based & person-based structures, pay levels & pay mix, pay-for-performance, external competitiveness among others. We will also enrich class discussion with our own professional experiences and relate it to the topics in the textbook. Another facet of this course is to provide hands on experience on key issues such as doing job analysis, determining performance increases and analyzing the affect of cultural differences on pay. Overall, this course aims to cover breadth of issues as well as reasonable depth on key issues in compensation.

Course Objectives:

At the end of the course, you would have

- Developed a greater understanding of compensation management in an organizational setting.
- Reviewed some of the major findings on different topics in compensation.
- Gained greater understanding of the strategic nature of compensation and how it influences organizational performance.
- Gained greater understanding of cross-cultural differences and their impact on international compensation.
- Acquired relevant knowledge in applying theoretical concepts in an organizational environment.

Course Expectations:

Students should pay special attention to the following:

- **Make-ups:** No make-up exams/quizzes will be given except if you are unable to take the exam/quiz due to unavoidable circumstances such as illness, death in the immediate family. You will be required to show valid documentation for any request regarding make-ups.
- **WebCT:** Every student will need to access WebCT for this course. If you do not have your Global Id and password, you will need to create one at <http://salsa.nmsu.edu> .
- **Email:** Any email correspondence, which you send to me, must be sent through WebCT. I will not respond to email, which is not sent through WebCT except due to server problems.

- **Academic Misconduct:** Please refrain from any form of cheating and plagiarism (copying work from another student or from other external sources or submitting work that is not your own, etc.). If caught, will result in an 'F' grade and the student will be subject to further disciplinary action. Please refer to the Student Code of Conduct in the NMSU Student Handbook at http://www.nmsu.edu/~vpss/SCOC/student_hand_book.html
- **Incompletes ('I' grades):** Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.
- **Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.

Course Design:

Grading Criteria					
Items	Points	Course Grade			
Exams	240	<u>Total Points</u>	<u>Grade</u>	<u>Total Points</u>	<u>Grade</u>
Quizzes	100	447 & above	A+	353 – 375	C+
Class Discussions	80	423 – 446	A	329 – 352	C
Class Attendance & Behavior	50	400 – 422	B+	282 - 328	D
Total Points	470	376 – 399	B	281 & below	F

Exams:

- There will be three exams (including the final exam) scheduled at regular intervals during the entire course (see accompanying schedule for tentative timings).
- Detailed instructions regarding exams will be given in the class.

Quizzes:

- **Every Monday** there will be a short quiz from the material covered during the previous week. If Monday is a holiday, then quiz will be on Wednesday of that week.
- Scores from your ten best quizzes will be used to determine your quiz grade.

Class Discussions:

- Each group (2-3 students) will be required to lead class discussions on two occasions (see accompanying schedule for tentative timings).
- Detailed instructions will be given in the class.

Class Attendance & Behavior:

- Significant portion of your grade will be based on your class attendance and in-class behavior.
- It is your responsibility to attend each class period. However I can understand that due to variety of reasons, it may not be possible for you to attend every class period. In order to accommodate for those reasons, you can choose to remain absent for three class periods and still get a perfect attendance grade. However if you miss any more than three class periods, it will negatively affect your attendance grade. **Two points will be deducted from your attendance grade for every absence that is in excess of three.** The only exception to this rule is university excused absences such as those due to sickness, death in the immediate family, etc. You will have to produce valid documentation under such circumstances. Further, according to the university policy, students making satisfactory progress in their classes can be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do not relieve the student of class responsibilities. Also, you should provide me with a prior written notice of the authorized absence from your sponsoring department.
- You are also required to demonstrate appropriate in-class behavior. Appropriate behavior includes being physically and mentally present in the class, being punctual, reading chapters from the text prior to the class lecture, showing active participation and demonstrating respectful tolerance to your class fellows' and instructor's opinion, etc.
- Inappropriate class behaviors include but are not limited to:
 - Unexcused absences
 - Arriving late/leaving early
 - Reading newspaper and/or other material not related to class
 - Use of electronic devices such as cell phones, laptops (other than for taking class notes), ipods, mp3 players, etc.
 - Sleeping or dozing off
 - Etc....
- Points for inappropriate class behavior will be deducted from your attendance grade in the following manner:
 - Up to 3 instances of inappropriate behavior = 0 pts to be deducted
 - 4 – 6 instances of inappropriate behavior = 5 pts to be deducted
 - 7 – 9 instances of inappropriate behavior = 10 pts to be deducted
 - Greater than 9 instances of inappropriate behavior = 15 pts to be deducted

Disabilities/Employee Relations: If you have or believe you have a disability and would benefit from any accommodations, you may wish to self-identify by contacting the Services for Students with Disabilities (SSD) Office located in Garcia Annex (phone: 646-6840). If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SSD within the first two weeks of classes. It is your responsibility to inform either your instructor or SSD representative in a timely manner if services/accommodations provided are not meeting your needs.

If you have a condition which may affect your ability to exit safely from the premises in an emergency or which may cause an emergency during class, you are encouraged to discuss any concerns with the instructor and/or Michael Armendariz, SSD Coordinator. Feel free to call Mr. Gerard Nevarez, Director of Institutional Equity and EEO/ADA Office at 646-3635 with any questions about the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

**Management 460.01 – Compensation Management
Spring 2008, Tentative Course Schedule¹**

DATE	SUBJECT	DUE DATES
<u>Week 1:</u> <i>Jan 16 -18</i>	Introduction to the course Chapter 1 – The Pay Model	Read Ch 1 & 2
<u>Week 2:</u> <i>Jan 21 - 25</i>	Jan 21 – Martin Luther King Holiday. No Class. Chapter 2 – Strategic Perspectives	Read Ch 3
<u>Week 3:</u> <i>Jan 28 - Feb 1</i>	Chapter 3 – Defining Internal Alignment Chapter 4 - Job Analysis	<u>Jan 28th : Group Discussion 1</u> Read Ch 4
<u>Week 4:</u> <i>Feb 4 - 8</i>	Chapter 4 - Job Analysis contd. Chapter 5 – Evaluating Work: Job Evaluation	Read Ch 5
<u>Week 5:</u> <i>Feb 11 - 15</i>	Chapter 5 – Evaluating Work: Job Evaluation Chapter 7 – Defining Competitiveness	<u>Feb 11th : Group Discussion 2</u> Read Ch 7 & 8
<u>Week 6:</u> <i>Feb 18 - 22</i>	Chapter 7 – Defining Competitiveness Chapter 8 – Designing Pay Levels, Mix, and Pay Structures	<u>Feb 22nd - Exam 1 during class hours</u>
<u>Week 7:</u> <i>Feb 25 – 29</i>	Chapter 8 – Designing Pay Levels, Mix, and Pay Structures	<u>Feb 25th : Group Discussion 3</u>
<u>Week 8:</u> <i>Mar 3 -7</i>	Chapter 8 – Designing Pay Levels, Mix, and Pay Structures	Read Ch 6
<u>Week 9:</u> <i>Mar 10 – 14</i>	Chapter 6 – Person-based Structures	<u>March 10th : Group Discussion 4</u> Read Ch 9, 10 & 11
<u>Week 10:</u> <i>Mar 17 – 21</i>	Chapter 9 – Pay for Performance: The Evidence Chapter 10 – Pay for Performance Plans Chapter 11 – Performance Appraisals March 21 – Spring holiday. No Class.	Read Ch 12 & 13
<u>Week 11:</u> <i>Mar 24 – 28</i>	Spring Break No Classes	
<u>Week 12:</u> <i>Mar 31 – Apr 4</i>	Chapter 12 – The Benefits Determination Process Chapter 13 – Benefit Option	<u>March 31st : Group Discussion 5</u> <u>Apr 4th – Exam 2 during class hours</u>
<u>Week 13:</u> <i>Apr 7 – 11</i>	Chapter 13 – Benefit Option Chapter 17 – Government & Legal Issues in Compensation	Read Ch 17
<u>Week 14:</u> <i>Apr 14 - 18</i>	Chapter 16 – International Pay Systems	<u>April 14th : Group Discussion 6</u> Read Ch 16
<u>Week 15:</u> <i>Apr 21 – 25</i>	Chapter 14 – Compensation of Special Groups	<u>April 21st : Group Discussion 7</u>
<u>Week 16:</u> <i>Apr 28 – May 2</i>	TBA	<u>April 28th : Group Discussion 8</u>
<u>Week 17:</u> <i>May 5 – 9</i>	Exam Week	<u>May 9th: Final Exam- 8:30- 9:30 AM</u>

¹Subject to change at instructor's discretion