



**Credit Hours:** 3

**Contact Hours:** This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

**Faculty Information:** Faculty contact information and office hours can be found on the faculty profile page.

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**COURSE DESCRIPTION AND OUTCOMES**

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**Course Description:**

In the ever-changing business landscape, top talent can be recruited, selected, and retained through innovative total reward programs. In this course, students will explore organizations' total rewards, specifically focusing on compensation and benefits, work-life balance/wellness, performance and service recognition, and career development opportunities and how these factors can be further aligned with an organization's mission, values, goals, and vision.

**Course Overview:**

Compensation and performance evaluations are core functions of human resources. In this course, you will examine the monetary and non-monetary strategies that enable an organization to fairly and innovatively compensate employees, raising their productivity and satisfaction in the workplace. Additionally, you will explore the development and utilization of a performance evaluation tool that informs and motivates employees to excel in their position. The development of effective compensation and performance evaluations systems remains a critical component of organizational success.

**Course Learning Outcomes:**

1. Describe the impact of various packages of compensation, benefits and other employee rewards on employee recruitment, selection, and retention.
2. Explore how organizations maintain competitive advantage through unique total reward offerings.
3. Examine how individual, team, and organizational performance can influence total rewards.
4. Understand how to align an organization's mission, vision, goals and directions with that of its monetary and non-monetary offerings.
5. Develop strategies for HR functions that are aligned with organizational mission, goals, and projections, using HRIS.
6. Create an effective total rewards plan that reinforces and strengthens positive employee performance.

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**PARTICIPATION & ATTENDANCE**

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Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

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## COURSE MATERIALS

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### Required:

none

### Suggested:

SHRM Membership is recommended, but not mandated.  
Approximate cost is \$40.00 for SHRM student membership.

**NOTE:** All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

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## COURSE SCHEDULE

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### Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### Module 1

#### Readings

- Brei, M. (2017). Strategic compensation. *Illinois Banker*, 102(2), 6-7.
- Brennan, J. (2017). Salary and compensation demystified. *Security*, 54(8), 20-21.
- University of Minnesota. (2016). *Human resource management*. Minneapolis, MN: University of Minnesota Libraries Publishing. Retrieved from <https://open.lib.umn.edu/humanresourcemanagement/>
  - o Chapter 6 (6.1-6.3)

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Mastery Exercise (10 points)**

**Module 2**

**Readings**

- How firms can attract top talent. (2016). *Human Resource Management International Digest*, 24(1), 24-26.
- University of Minnesota. (2016). *Human resource management*. Minneapolis, MN: University of Minnesota Libraries Publishing. Retrieved from <https://open.lib.umn.edu/humanresourcemanagement/>
  - o Chapters 4, 5, & 7

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Critical Thinking (90 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Recruitment Scenario

You are the Director of Recruitment for Organization XYZ. Throughout the past two years, your organization has identified that many Millennials have been leaving Organization XYZ. Furthermore, very few members of the Millennial generation have applied for employment with your organization. Given the importance of diversity and inclusion, your organization recognizes the importance of ensuring that recruitment, selection, and retention strategies do not exclude one generational group. The CEO, the Chief Human Resource Officer (CHRO), and yourself have had many discussions about diversity and inclusion in the workplace, though few actionable goals/plans have been implemented to ensure a diverse workplace environment.

On Thursday, the CEO, the CHRO, and yourself will be presenting information to the Executive Board about how to further ensure organizational diversity and inclusion. During this presentation, you need to present a detailed strategy to promote an organizational culture of inclusion, specifically by developing a new robust recruitment package. While offering more competitive compensation seems like the best option to ensure inclusion among all generational groups, it is important to note that workplace fairness, in regard to compensation, has been called into question. In fact, current employees have expressed concerns about not receiving perks that are offered to newly hired employees.

For this assignment you will develop a 7-10 page slide presentation. In your presentation cover the following:

- Develop a robust recruitment plan to attract millennial candidates. Consider the wants, needs, and desires of this generational group.

In your recruitment plan, identify how you will deliver information about Organization XYZ to potential candidates.

- Given the concern regarding perks being used to recruit new employees, explain how your plan will include current employees.
- Discuss the ways that your plan will promote competitive advantage for your organization. Research what other organizations are doing to recruit different generations of workers and compare your plan's strengths and weaknesses to specific organizational plans.

#### Option 2: Human Resource Professional Interview

Select a Human Resource professional to interview. This individual can be someone you work with or have worked with in the past. Regardless of the HR professional's title, this individual must have a direct role in recruiting, selecting, and retaining employees.

For this assignment you will write a 3-5 page paper that covers the following:

- A brief bio on the HR professional's background, which includes qualifications and professional memberships
- Summary of their organization's recruitment, selection, and retention strategies that are used to aide in carrying out their organization's mission, vision, values, and goals.
- What strategies for improving organizational success do you believe that the organization can apply in terms of recruitment, selection, or retention practices?

#### **Mastery Exercise (10 points)**

#### **Module 3**

#### **Readings**

- Caldwell, E. (2018, May 15). Topping the HR agenda: Talent, total rewards and excellent service. *Targeted News Service*.
- Sizemore, K. (2018). 6 considerations for designing a total rewards program. *Benefits Magazine*, 55(9), 36-42.

#### **Opening Exercise (0 points)**

#### **Discussion (25 points)**

#### **Critical Thinking (90 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### Option 1: Total Reward Program

You are the Assistant HR Manager of a Fortune 500 company within the petroleum industry. Your company is preparing for the recruitment of senior executives. Your boss (the Director of Total Rewards) has asked that you develop competitive total reward packages for potential senior level executives. The CEO has placed major pressure on the HR Manager to develop a package that will impress potential candidates. Your boss would like you to develop three total reward package options for her review.

For this assignment you will develop a 7-10 page slide presentation. In your presentation cover the following:

- Create three total reward packages, specific to the petroleum industry. Explain how these packages are aligned with current practices/packages used by other companies in the petroleum industry.
- Describe the information that you used to create the competitive total reward packages.
- Explain what limitations you might encounter using these packages.
- Identify how your total reward program is similar/different to other packages used in the petroleum industry. Is your package realistic? Why or why not?
  - Click here for more information regarding industry leaders amongst the Fortune 500 list: <http://fortune.com/fortune500/>.

#### Option 2: Direct and Indirect Compensation Case Study

Read the following case study regarding direct and indirect compensation in Indonesia.

[https://csuglobal-primo.hosted.exlibrisgroup.com/primo-explore/fulldisplay?docid=TN\\_doaj\\_soai\\_doaj\\_org\\_article\\_17e00a9de10f43e7a6472cd5b8ed8a23&context=PC&vid=01COLSU\\_GLOBAL&search\\_scope=Everything&tab=default\\_tab&lang=en\\_US](https://csuglobal-primo.hosted.exlibrisgroup.com/primo-explore/fulldisplay?docid=TN_doaj_soai_doaj_org_article_17e00a9de10f43e7a6472cd5b8ed8a23&context=PC&vid=01COLSU_GLOBAL&search_scope=Everything&tab=default_tab&lang=en_US) (Links to an external site.)Links to an external site.

For this assignment you will write a 3-5 page paper that covers the following:

- Summarize the major points of the study.
- Using your analysis of the research in this study, explain why total reward packages involve more than pay.
- Compare this case study to your organization by discussing the following:
  - Is your organization making an effort to improve direct and indirect compensation?
  - Is your organization seeing a high turnover rate and low productivity?
- Explain whether you think the findings would hold true in your organization or not. Be sure to discuss how total rewards may or may not have an effect on employee loyalty and productivity.

#### Mastery Exercise (10 points)

#### Module 4

#### Readings

- Anthony, E. L. (2017). The impact of leadership coaching on leadership behaviors. *The Journal of Management Development*, 36(7), 930-939.
- Chinyerere, E., & Sandada, M. (2018). Job related outcomes in relation to servant leadership. *EuroEconomica*, 37(1).
- University of Minnesota. (2016). *Human resource management*. Minneapolis, MN: University of Minnesota Libraries Publishing. Retrieved from <https://open.lib.umn.edu/humanresourcemanagement/>
  - Chapter 9 (Section 2: Management Styles)
- Xenikou, A. (2017). Transformational leadership, transactional contingent reward, and organizational identification: The mediating effect of perceived innovation and goal culture orientations. *Frontiers in Psychology*, 18(8), 1754. Retrieved from <https://www.frontiersin.org/articles/10.3389/fpsyg.2017.01754/full>

#### Opening Exercise (0 points)

#### Discussion (25 points)

## Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

### Option 1: Organizational Leadership Scenario

You have worked for Organization XYZ as the Human Resource Director since its inception 10 years ago. Over the last year, the organization's sales department has experienced very high turnover. It was discovered that many of the sales associates started working for the organization's competitor due to better benefits. Recently, the CEO asked you to develop and implement an innovative retention strategy. This will be the first time that the organization has updated their HR practices. Your HR Department has not experienced high turnover and is comprised of senior employees (many who have been there since the organization was founded). Your HR team has expressed their discomfort with changing the current processes. They are afraid that the changes will impact a new culture within the HR Department. This fear of the unknown has your staff reluctant to embrace change.

For this assignment you will write a 3-5 page paper that covers the following:

- Present detail information about an innovative retention strategy that the organization should implement, that will be effective and employees will see as motivational.
- What type of leadership approach will you use to gain a buy-in within your department? Explain your rationale.
- Mention the potential risks that you think will come with your strategy; and effective methods to prevent them. Be clear and specific.

### Option 2: Modern Leadership Change

For this critical thinking assignment option, you will research and discuss a company of your choice that has implemented a modern leadership style.

For this assignment you will write a 3-5 page research report that covers the following:

- Present detail information about an innovative retention strategy that the organization should implement, which will be effective and employees will view as motivational.
- What type of leadership approach should be used to gain HR employee buy-in? Explain your rationale for utilizing the chosen leadership approach, as well as the advantages and disadvantages of the approach.
- Identify a leader who utilizes the approach that you selected. Explain how this leader overcomes challenges in the workplace, while maintaining his/her chosen approach.

## Mastery Exercise (10 points)

### Module 5

#### Readings

- Lussier, R., & Hendon, J. (2017). *Fundamentals of human resource management; Functions, applications, skill development*. Thousand Oaks, CA. Sage Publications Inc. Retrieved from [https://www.sagepub.com/sites/default/files/upm-binaries/45674\\_8.pdf](https://www.sagepub.com/sites/default/files/upm-binaries/45674_8.pdf)

- University of Minnesota. (2016). *Human resource management*. Minneapolis, MN: University of Minnesota Libraries Publishing. Retrieved from <https://open.lib.umn.edu/humanresourcemanagement/>
  - o Chapters 10 & 11

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Portfolio Milestone (100 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### Portfolio Project Milestone Option 1

Look ahead to the Portfolio Project assignments in Module 8 and pick one of the options. Consider five relevant resources that you will use for your final project. Use what you have learned in the course so far to construct a thesis statement, outline, and reference page that will start your project. This assignment should include:

- Title page
- An introduction with a thesis statement
- An outline of your paper
- Reference page

#### Portfolio Project Milestone Option 2

Look ahead to the Portfolio Project assignments in Module 8 and pick one of the options. Consider five relevant resources that you will use for your final project. Use what you have learned in the course so far to construct a thesis statement, outline, and reference page that will start your project. This assignment should include:

- Title page
- An introduction with a thesis statement
- An outline of your paper
- Reference page

## **Module 6**

### **Readings**

- Bhatia, G. (2018, January). How technology helps in making HR a strategic partner: The changing role of HR. *HR Strategy and Planning Excellence Essentials*.
- Qadir, A., & Agrawal, S. (2017). HR transformation through human resource information system: Review of literature. *Journal of Strategic Human Resource Management*, 6(1), 30-38.
- Wright, S. (2017). Embracing technology in HR to meet the challenges of the modern workplace. *Credit Control*, 38(3), 24-27.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Critical Thinking (100 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### Option 1: Human Resource Management Information Systems

You are an HR professional at a large accounting firm. Your organization is looking to improve its HRIS to accommodate the large amount of employees. There is a specific need to increase automaticity with the total rewards management system as well as functions that can improve employee performance.

Read about and select two Human Resource Management Information Systems from <https://www.softwareadvice.com/hr/> . Develop an analysis comparing two systems that you believe could accommodate a large business with 500 employees. Do not solely rely on the information found in the link above. Be sure to consider the pros and cons of each system in your analysis.

For this assignment you will write a 3-5 page analysis.

#### Option 2: Create your own Human Resource Management Information System

You are the HR Manager of a growing financial firm in the greater Chicago area. You have been tasked by the Chief Information Officer (CIO) with defining what functions are needed to automate your current HR processes in order to free up some time for your HR employees. Create a presentation that describes how you would design a Human Resource Management Information System (HRIS). Consider what activities (such as recruitment, selection, retention and total rewards plans) that you would want incorporated into a HRIS. Be sure to provide market research in support of your design.

For this assignment you will develop a 7-10 page slide presentation.

### **Mastery Exercise (10 points)**

#### **Module 7**

##### **Readings**

- Gonçalves, P. (2017). Want successful employee communications? Think like a marketer. *Strategic HR Review*, 16(5), 229-233.
- Stachova, K., Stacho, Z., & Vicen, V. (2017). Efficient involvement of human resources in innovations through effective communication. *Business: Theory and Practice*, 18(1), 33-42.
- University of Minnesota. (2016). *Human resource management*. Minneapolis, MN: University of Minnesota Libraries Publishing. Retrieved from <https://open.lib.umn.edu/humanresourcemanagement/>
  - o Chapter 9 (Section 1)

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

#### **Module 8**

##### **Readings**

- Czerwonka, E. (2018, March). Keeping your best employees longer: Top 8 ways to attract and retain great talent. *Talent Management Excellence Essentials*.
- Hoole, C., & Hotz, G. (2016). The impact of a total reward system of work engagement. *SA Journal of Industrial Psychology*, 42(1), 1-14.
- Sizemore, K. L. (2018). 6 considerations for designing a total rewards program. *Benefits Magazine*, 55(9), 36-42.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Portfolio Project (250 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### Option 1: Comprehensive Total Rewards Plan

Read the case below:

Caleb is an HR professional who works for a rapidly growing quick-service restaurant that has locations distributed throughout the United States and a developing presence in Western Europe. He has been asked to create a comprehensive total rewards package that will attract and retain top talent. His organization has recently seen a large volume of success as customers are increasingly concerned with the food they eat. Customers are seeking healthy, organic ingredients that are ethically derived. Caleb is proud to work with an organization that cares about its environment and seeks to recruit top talent with a similar mindset.

The plan Caleb wants to create will not only bring in highly skilled mid-level management but will also retain them within the company. He knows that his plan must be competitive while maintaining the goals of his organization.

Construct a consultancy report that is 7-10 pages in length and includes:

- Total Rewards Program that includes a plan for recruitment and retention through
  - compensation and benefits
  - work-life balance and wellness
  - performance and service recognition
  - career development opportunities
- Be sure to discuss how the total rewards factors above are aligned to the organization's mission, values, goals and vision.

#### Option 2: Comprehensive Total Rewards Consultancy Report

Your organization is considering the immediate implementation of a total rewards program in an effort to recruit top talent and improve employee performance and motivation. Before making a selection on what to include in this program, your team would like to learn about some of the most effective total reward program elements being used today.

As a human resources professional, you have been asked to construct a research report that is 7-10 pages in length and includes:

- Total Rewards Programs that include
  - compensation and benefits
  - work-life balance and wellness
  - performance and service recognition
  - career development opportunities
- Recommend a total reward program that includes all of the components above and explain the reason for your recommendation.
- Discuss an area within total rewards programs that you did not see much of during your research, but feel it would be beneficial for more organizations to implement. Explain.

<b>Grading Scale</b>	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

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## **COURSE POLICIES**

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### **Course Grading**

20% Discussion Participation  
37% Critical Thinking Assignments  
0% Opening Exercises  
0% Check Your Knowledge  
8% Mastery Exercises  
35% Final Portfolio Project

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## **IN-CLASSROOM POLICIES**

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For information on late work and incomplete grade policies, please refer to our **In-Classroom Student Policies and Guidelines** or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

**Academic Integrity**

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

**Citing Sources with APA Style**

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

**Disability Services Statement**

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email [ada@CSUGlobal.edu](mailto:ada@CSUGlobal.edu) for additional information to coordinate reasonable accommodations for students with documented disabilities.

**Netiquette**

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.