

Saint Leo University

HRA 360 Total Compensation

Course Description:

An examination of financial reward systems in organizations and the study of relevant theoretical and legal perspectives. Topics include job evaluation, wage surveys, incentives, pay equity, benefits, and compensation strategy.

Prerequisite:

MGT 331

Textbooks:

The textbook information which appears on our Saint Leo Bookstore ordering site is as follows:

Newman, J. M., Gerhart, B. A., & Milkovich, G. T. (2017). *Compensation* (12th ed.). New York, NY: McGraw-Hill Education. ISBN: 9781259738104

Your custom textbook was created from the following National text(s):

Newman, J. M., Gerhart, B. A., & Milkovich, G. T. (2017). *Compensation* (12th ed.). New York, NY: McGraw-Hill Education. ISBN: 9781259532726

Learning Outcomes:

1. Explain and integrate the core values of integrity, respect and community as relates to compensation issues.
2. Identify and describe the impact of federal legislation on compensation and benefit plans.
3. Identify key features of a wide variety of benefit plans.
4. Explain how an organization's total compensation system promotes external competitiveness and internal effectiveness.
5. Articulate the methods of analyzing jobs, writing job descriptions, evaluating the relative internal worth of jobs, and redesigning positions.
6. Determine a cost-effective base pay and incentive pay structure.
7. Analyze strategic issues in designing pay structures, administering benefit plans, containing health-care costs, and communicating the system to employees.
8. Explain the interface of various performance appraisal systems with the compensation structure of the organization.

Core Value:

Community: Saint Leo University develops hospitable Christian learning communities everywhere we serve. We foster a spirit of belonging, unity, and interdependence based on mutual trust and respect to create socially responsible environments that challenge all of us to listen, to learn, to change, and to serve.

Respect: Animated in the spirit of Jesus Christ, we value all individuals' unique talents, respect their dignity and strive to foster their commitment to excellence in our work. Our community's strength depends on the unity and diversity of our people, on the free exchange of ideas and on learning, living, and working harmoniously.

Integrity: The commitment of Saint Leo University to excellence demands that its members live its mission and deliver on its promise. The faculty, staff, and students pledge to be honest, just, and consistent in word and deed.

Evaluation:

Assessment	Weight
Discussions (8)	25%
HR Applications (4)	25%
Term Paper	20%
Midterm Exam	15%
Final Exam	15%
Total	100%

Discussions:

Participation in class discussions is expected to be thoughtful and well-informed. For each module, respond to a discussion question posted by the instructor **no later than Thursday 11:59 PM EST/EDT** of the respective module. Finally, post responses to at least two classmates **no later than Sunday 11:59 PM EST/EDT** of that module. Provide support for arguments, observations, and conclusions, including properly formatted text citations and references.

HR Applications:

There are a total of 4 HR Application writing assignments occurring in Modules 2, 3, 5, and 6. HR Applications are opportunities to practice applied techniques related to the topics covered in the course. See the modules pages for details on each HR Application assignment. Submit each HR Application to the appropriate Assignment box **no later than Sunday 11:59 PM EST/EDT** of the module in which each is due. (Each Assignment box is linked to Turnitin.)

Term Paper:

The Term Paper will be on a course-related topic of choice. See the Module 1 content page for a list of topics. Submit the proposed Term Paper Topic **no later than Sunday 11:59 PM EST/EDT of Module 2**.

The Term Paper will address:

- Background and historical perspective on the topic
- Current issues related to the topic
- Personal professional experiences/opinions about the topic

Expect to take approximately 6-8 pages (double-spaced, 12-point font) to complete this assignment. Your work will be graded on completeness, clarity, originality, interest, grammar, spelling, and punctuation.

See the module pages for Term Paper guidelines and a rubric for further details on this assignment. Submit the Term Paper **no later than Sunday 11:59 PM EST/EDT of Module 7**. (This Assignment box basket is linked to Turnitin.)

Midterm and Final Exams:

There are a total of 2 exams in this course, a Midterm and Final, occurring in Modules 4 and 8. Each exam consists of 5 essay style questions. Responses will be scored for thoroughness, correctness, critical support, and technical quality of the writing. Complete each exam **no later than Sunday 11:59 PM EST/EDT** in which it is due.

Grading Scale:**Grade Score (%)**

A	94-100
A-	90-93
B+	87-89
B	84-86
B-	80-83
C+	77-79
C	74-76
C-	70-73
D+	67-69
D	60-66
F	0-59

Assessment of the Learning Outcomes

Learning Outcome	Assessment Method(s)
1	Exam Question, Applied Assignment, Discussion Question
2	Exam Question, Applied Assignment, Discussion Question
3	Exam Question, Applied Assignment, Discussion Question
4	Exam Question, Applied Assignment, Discussion Question
5	Exam Question, Applied Assignment, Discussion Question
6	Exam Question, Applied Assignment, Discussion Question
7	Exam Question, Applied Assignment, Discussion Question
8	Exam Question, Applied Assignment, Discussion Question

Course Schedule:

Module 1 Pay, Totality of Decisions, and Internal Alignment

Objectives

When you complete this module, you should be able to:

- Identify the importance of the global economy in dealing with compensation and benefits issues in organizations.
- Relate how labor costs are associated with pay rates, competitiveness, and profitability in organizations.
- List and discuss the major components of compensation programs.
- Discuss the implications (for employees and employers) of major legislation passed in the U.S. that affects compensation and benefits.

Assignments

Items to be Completed	Due No Later Than:
Post an introduction to the class	Thursday 11:59 PM EST/EDT
Read the assigned materials	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT

Module 2 Legal Aspects of Compensation

Objectives

When you complete this module, you should be able to:

- Identify and describe the impact of federal legislation on compensation and benefit plans.
- Describe, in general terms, federal legislation relating to compensation.
- Discuss the implications (for employees and employers) of federal legislation that affects compensation.
- Discuss the influence the regulation has on job evaluation techniques.

Assignments

Items to be Completed	Due No Later Than:
Read the assigned materials	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit HR Application 1	Sunday 11:59 PM EST/EDT
Submit the Term Paper Topic	Sunday 11:59 PM EST/EDT

Module 3

Job Analysis and Job Evaluation

Objectives

When you complete this module, you should be able to:

- Articulate the methods of analyzing jobs, writing job descriptions, evaluating the relative internal worth of jobs, and redesigning positions.
- Discuss the importance and uses of job analysis information.
- List and discuss the steps involved in conducting job analysis.
- Identify the various sources of job analysis information in organizations.
- Describe the roles of job analysts, incumbents, and immediate supervisors in job analysis.
- Discuss the procedures for collecting job analysis information.
- List and describe the major issues associated with collecting pay survey data.
- Discuss how pay information gained from salary surveys is used and reported.
- Explain the major characteristics of a pay plan.
- Describe pay grades and their importance to internal and external equity.
- List the reasons why having different pay structures for different employee groups is often necessary.

Assignments

Items to be Completed	Due No Later Than:
Read the assigned materials	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit HR Application 2	Sunday 11:59 PM EST/EDT

Module 4 Pay Structures and Competitiveness

Objectives

When you complete this module, you should be able to:

- Explain how an organization’s total compensation system promotes external competitiveness and internal effectiveness.
- Relate how labor costs are associated with pay rates, competitiveness, and profitability in organizations.
- Identify the various parts of the rewards systems and organizations.
- Define the various benefits and services packages that have become standard in most organizations.
- Outline the major issues (flexibility for employees, costs for employees and employers, minimum thresholds of coverage, etc.) associated with various benefits and services packages.
- List and discuss the various components of executive compensation.
- Compare and contrast the major components of U.S. compensation with that available in foreign locations.
- Discuss the differences in expatriate, host-country, and third-country national employee compensation systems.
- List and describe the influence of market conditions on pay and compensation.
- List and describe the tools that can be used for compensation planning and administration.

Assignments

Items to be Completed	Due No Later Than:
Read the assigned materials	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Complete the Midterm Exam	Sunday 11:59 PM EST/EDT

Module 5 Pay-for-Performance

Objectives

When you complete this module, you should be able to:

- Explain and integrate the core values of integrity, respect, and a sense of community as relates to compensation issues.
- Describe the operationalization of the core values of integrity, respect, and community as manifested in organizational compensation.
- Explain why implementation of core value guidance benefits an organization.
- Determine a cost-effective base pay and incentive pay structure.

Assignments

Items to be Completed	Due No Later Than:
Read the assigned materials	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit HR Application 3	Sunday 11:59 PM EST/EDT

Module 6

Benefits

Objectives

When you complete this module, you should be able to:

- Explain and integrate the core values of integrity, respect, and a sense of community as relates to compensation issues.
- Describe the operationalization of the core values of integrity, respect, and community as manifested in organizational compensation.
- Explain why implementation of core value guidance benefits an organization.
- Identify and describe the impact of federal legislation on compensation and benefit plans.
- Describe, in general terms, federal legislation relating to compensation.
- Discuss the implications (for employees and employers) of federal legislation that affects compensation.
- Discuss the influence the regulation has on job evaluation techniques.
- Identify key features of a wide variety of benefit plans.
- List and discuss the major components of compensation programs.
- Evaluate the impact on employees and employers of the various available compensation features.
- Define the skills, knowledge, and abilities that are specifically important for team membership and team performance.
- Discuss the types of pay plans that might be useful for compensating team members.
- Discuss the importance of relating kinds and levels of employee rewards to employee contributions to the organization.
- List and explain the various types and purposes of short-term incentives used by organizations.

Assignments

Items to be Completed	Due No Later Than:
Read the assigned materials	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit HR Application 4	Sunday 11:59 PM EST/EDT

Module 7 Performance Appraisals and Union Role in Total Rewards

Objectives

When you complete this module, you should be able to:

- Explain and integrate the core values of integrity, respect, and a sense of community as relates to compensation issues.
- Describe the operationalization of the core values of integrity, respect, and community as manifested in organizational compensation.
- Explain why implementation of core value guidance benefits an organization.
- Evaluate the impact on employees and employers of the various available compensation features.
- Define the skills, knowledge, and abilities that are specifically important for team membership and team performance.
- Relate how labor costs are associated with pay rates, competitiveness, and profitability in organizations.
- Explain the impact of union activity on wages and salary.

Assignments

Items to be Completed	Due No Later Than:
Read the assigned materials	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit the Term Paper	Sunday 11:59 PM EST/EDT

Module 8 International Compensation

Objectives

When you complete this module, you should be able to:

- Explain and integrate the core values of integrity, respect, and a sense of community as relates to compensation issues.
- Describe the operationalization of the core values of integrity, respect, and community as manifested in organizational compensation.
- Explain why implementation of core value guidance benefits an organization.
- Relate how labor costs are associated with pay rates, competitiveness, and profitability in organizations.
- Identify the various parts of the rewards systems and organizations.
- Define the various benefits and services packages that have become standard in most organizations.
- Compare and contrast the major components of U.S. compensation with that available in foreign locations.
- Discuss the differences in expatriate, host-country, and third-country national employee compensation systems.

Assignments

Items to be Completed	Due No Later Than:
Read the assigned materials	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Complete the Final Exam	Sunday 11:59 PM EST/EDT