

**The University of New Mexico, Anderson Schools of Management
Management 468 Strategic Compensation & Benefits
Fall 2015 Course Syllabus**

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Office Hours:	After Class Monday night or By Appointment	Classroom:	ASM/1068
Class Times:	Monday 4pm-6:30pm		

TEXT: The WorldatWork Handbook of Compensation, Benefits & Total Rewards; Drive, Daniel Pink

COURSE OVERVIEW

“Total Rewards can be defined as all of the employer’s available tools that may be used to attract, motivate, and retain employees. This encompasses every single investment that a company makes in its people and everything its employees value in the employment relationship.”

The game has changed when it comes to attracting, retaining and motivating employees. A foundation of strong compensation and benefits strategies used to be enough to get potential employees to the table and retain employees valued the most; it takes much more in today’s game to attract and retain the best. This class will help provide you with a solid understanding of the art of Total Rewards and its role in promoting companies’ competitive advantages.

This course will:

- Increase your competency in understanding the dynamics and theories of effective Total Rewards practices in today’s organizations.
- Increase your understanding of the strategic impact of good and poor Total Rewards practices.
- Increase your understanding of the challenges and new realities affecting today’s Total Rewards practitioners.
- Increase your understanding of compensation system design issues.
- Increase your knowledge of effective employee benefits programs and the various bases for pay and the role they play in today’s challenging market place.
- Explain the need for protective laws that have been necessary to create good working conditions both for the employer and the employee and the history behind these laws.

CLASS ASSUMPTIONS

The instructor assumes that you will contribute your unique skills, experiences, and perspectives to the class. You are expected to: prepare for each class session, actively participate in each class; thoughtfully discuss the readings; share your experiences; and critically examine issues related to the course. You will receive from this class experience as much as you are willing to contribute to it. Students are expected to take an active role in constructing their unique learning experience.

CLASS REQUIREMENTS

Class attendance is important and the University of New Mexico has a policy on attendance. Course materials are covered in the text, but lectures and class discussion are important to augment and clarify the text materials. Get to know your fellow students so that you will have a source for lecture notes,

handouts, or other updates if you find it impossible to attend a particular session. Students who foresee problems with regard to attendance and/or preparation should discuss this with me prior to the class session. **One excused absence is permitted. A portion of your grade will be based on class participation and attendance. Each student is responsible for signing the attendance sheet at each class.**

ADA STATEMENT

Reasonable accommodation will be given to any individual with a legitimate disability. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

GRADING SCALE

- 98-100%.....A+
- 94-97.9%.....A
- 90-93.9%.....A-
- 88-89.9%.....B+
- 84-87.9%.....B
- 80-83.9%.....B-
- 78-79.9%.....C+
- 74-77.9%.....C
- 70-73.9%.....C-
- 60-69%.....D
- < 59%.....F

ACADEMIC INTEGRITY

Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge:

I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. FOR FULL TEXT OF ANDERSON’S ACADEMIC HONESTY CODE, please visit

<http://www.mgt.unm.edu/honesty>

COURSE ASSIGNMENTS

Assignment	Points	Due Date
Participation	200	
Attendance	100	On-Going
Discussion	100	On-Going
Individual Assignments	650	
Mid-Term Individual Project	250	Oct. 5 & 12
Final Comp and Benefits Paper	400	December 14
Team Project & Presentation	550	When Assigned
Peer Evaluations	100	When Assigned
<i>Undergraduate Total</i>	<i>1500</i>	

Written assignments are to be handed in at the beginning of class on the day on which they are due. **No late papers will be accepted.** If you anticipate missing the day a written assignment is due, you should submit the assignment in advance of the due date. **All papers must be turned in hardcopy to class – e-mail and faxed submissions will not be accepted.** You are strongly encouraged to retain a copy of each assignment, as they may be discussed after they have been turned in.

Each class session will consist of discussions on the readings, please read and be prepared. Text readings will be assigned in class. Readings are all subject to change, depending on class dynamics.

PARTICIPATION (200 Points)

It is very important that you come prepared and be present for every class. If you do not attend it will be impossible to gain your participation points. When preparing for class, think about topics outside of class that you may want to bring up, keep in mind that it is the quality of your participation rather than the quantity that leads to a strong evaluation. If you are uncomfortable speaking in front of groups you may have to move a little out of your comfort zone in order to gain your participation points.

INDIVIDUAL PROJECT (250 Points)

You will write a 3-page paper and make one 5-minute presentation on why a strong Total Rewards strategy is important. Base your presentation on 1) what we have learned in class, 2) refer to one (1) article from an HR practitioner publication (e.g., WorkSpan- published by WorldatWork or HRMagazine- published by the Society for Human Resource Management), business periodicals (e.g., Business Week), or major newspapers (e.g., New York Times, The Wall Street Journal, or Washington Post), and 3) include information on what strategies are most attractive to you. Assume the role of an HR professional who is briefing his/her HR colleagues on a timely Total Rewards topic. You will have the opportunity to sign up for your presentation date in class on August 24th, presentations will take place on October 5th & 12th.

TEAM PROJECT AND PRESENTATION (550 POINTS)

You will become part of a team of approximately 3-5 class members and be responsible for designing and presenting a creative class session. Your team must select an industry to “start” a company and create a Total Rewards program. You should research the industry and create a strategy to help recruit and retain employees. Be sure to rely on the individual and collective knowledge of your team members and bring their experiences into your presentation. Make it a memorable learning experience for all.

Stretch your imagination, do original research – the main goal is to lead us together on a learning adventure. **A complete bibliography and copies of all overheads/handouts/exercises are to be submitted to the instructor at the beginning of the presentation.** The team receives one grade/evaluation for this presentation.

NAL COMPENSATION & BENEFITS PAPER (400 POINTS)

The paper should **5-6 pages** and must include a bibliography (*not part of the 5-6 pages*). The final paper should consist of a comprehensive analysis of Daniel Pink's "Drive". Select a company, research their purpose & Total Rewards available & apply Daniel Pink's theories to strengthen their current strategies. In your paper, you should also select one section in the "Toolkit" to apply to some part of your life (current or future). The subject must have a practical emphasis and cannot be the result of only library work. The paper should be analytically orientated, and must include your personal insights on what you are learning from this analysis. Be sure to integrate relevant concepts from the readings to demonstrate your understanding of key course concepts.

WEEK OF

August

- 17 Introduction, course, students
Chapter 1, 2, 24
Total Rewards, Culture
- 24 **Chapters 3, 4, 5**
Developing, Designing, and
Communicating Total Rewards
Individual Sign-Ups
- 31 **Chapters 5 & 7**
Communications, Compensation Law
DRIVE – Chapters 1 - 3
Team Sign-up

September

- 7 Labor Day – No Class
- 14 **Chapters 6, 8, 9**
Compensation Fundamentals, Market
pricing, & Salary Surveys
DRIVE – Chapter 4
- 21 **Chapters 10, 11, 14**
Job Analysis, Base Pay Structures, Linking
Pay to Performance
- 28 **Chapters 12, 13, 15, 16**
Sales pay, Executive Compensation, Bonus
Plans & Recognition Programs, Equity-
Based Rewards
DRIVE – Chapter 5

October

- 5 **Mid-Term Paper & Presentations**
Individual Presentations
- 12 **Mid-Term Paper & Presentations**
Chapter Make-Up
DRIVE – Chapter 6
- 19 **Chapters 18, 19, 17**
Benefits Law, Benefits Basics
- 26 **Chapters 17, 20, 21**
Benefits Basics, Benefits Strategy,
Implementing Flexible Benefits

November

- 2 **Chapters 21, 22, 23**
Implementing Flexible Benefits , Work-Life
Effectiveness, Caring for Dependents
- 9 **Chapter Make-Up**
DRIVE – Part Three
- 16 Presentation – Team Projects
- 23 Presentation – Team Projects

December

- 7 Presentation – Team Projects
Final Paper Due

