

Course	MNGT 4420 Compensation Management
Term	Fall I, 2008
Instructor	Name: Arno Haslberger
Course Description	The course offers an in-depth analysis of the major issues in compensation and benefit management. Key focus areas include; Total compensation strategy, Internal and external pay equity, Pay for Performance, Incentive pay and variable pay, Employee benefits, Executive compensation and equity based pay, Issues in expatriate compensation, Legal issues in compensation.
Prerequisites	MNGT 3400
Learning Outcomes	Upon successful completion of this course, the student will be able to: <ul style="list-style-type: none">• Define, discuss, and recognize basic terminology, facts, concepts, principles, analytic techniques, and theories used in basic compensation.• Identify and apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in compensation when analyzing simple factual situations involving compensation issues.• Develop appropriate solutions to compensation problems involving simple factual situations using facts, concepts, principles, and theories used in basic compensation.• Evaluate the quality of their proposed solutions to compensation problems against appropriate criteria, including organizational constraints.• Conduct a simple job analysis using simulated jobs.• Conduct simple job evaluations using ranking and point methods• Create a simple base pay system that reflects basic compensation concepts and analytic techniques, such as job evaluation, pay policies, pay grades and ranges, and market rates.• Create a simple variable pay system using basic individual, group, and organizational level variable pay concepts.
Textbook and other Materials	<ul style="list-style-type: none">• MILKOVICH, G. T. & NEWMAN, J. M. (2005) <i>Compensation</i>, Boston, McGraw-Hill.• <i>Harvard Business Review on Compensation</i> (2002), Boston, MA, Harvard Business School Press.

Grading

This class will focus on discussion and application of concepts and theories contained in the textbook and handouts. Therefore, it is very important that you thoroughly read the text and any additional reading materials in advance. You hold ultimate responsibility for meeting the course objectives.

Grade Weights

Mid-term Examination	30%
Final Examination	40%
Presentation	30%

Class Participation may impact grade, if very good or very poor

Grade Scale

	From	To
A	94.50%	100.00%
A-	89.50%	94.49%
B+	86.50%	89.49%
B	82.50%	86.49%
B-	79.50%	82.49%
C+	76.50%	79.49%
C	72.50%	76.49%
C-	69.50%	72.49%
D+	64.50%	69.49%
D	59.50%	64.49%
F	0.00%	59.49%

Exams

The exams will assess your achievement of course objectives. You will be responsible for all materials covered in the texts, in additional required readings and in class. You will not be able to use any notes, books or other materials during the exams.

Presentation

Groups of students will prepare a presentation and facilitate a subsequent discussion on one of the articles presented to class in the first session. The presentation should be 15 to 20 minutes in length followed by 25 to 25 minutes of one or a combination of exercise/group work/case study including a discussion to cover the main issues raised in the article. The group will get one grade, which will consider content and presentation style.

Presentations will start in Week 2.

Class Participation

You are expected to read all reading assignments in preparation for class so that you are able to take an active part in class discussion. In addition, you should participate fully in class activities such as experiential exercises, case discussions etc.

Activities

Classes will include lectures, group exercises, and discussions. For all classes other than the first class, you are expected to have read the assigned chapters before class each week. This will enable you to participate in any exercises, to fully participate in discussions and to ask relevant questions.

There will be one midterm examination and a final examination. The examinations will consist of short essay questions or cases. The examinations will cover all of the assigned readings and materials covered in class.

You will actively participate in the preparation and delivery of a group presentation on a compensation-related topic.

University Policies

Cheating

Any student found cheating on any part of the course work (homework assignment, term paper, quiz, exam, etc.) will automatically be given an "F" for the course. Any student found to be helping another student to cheat will likewise be given an "F" for the course. In each case, the student will also be put on disciplinary probation for the remainder of her or his stay at Webster. If the student is found to have engaged in cheating a second time, s/he will be automatically expelled from the University.

Attendance

Class attendance is obligatory. Instructors will take attendance at each class session and reduce a student's course grade by half a letter grade for each full week of class missed. Any student who misses three or more full weeks of class will automatically be given an "F" for the course.

Course Policies

This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents the maximum speed of course progress. The instructor reserves the right to add, delete, or modify any weeks of this schedule. Any changes will be announced during class.

Academic Dishonesty: Webster University strives to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, fabrication, plagiarism, and facilitation of academic dishonesty. Academic dishonesty is unacceptable and may result in disciplinary action.

Weekly Schedule

Week 1/1 Class 1	The Pay Model Strategic Perspectives Read Chapters 1 & 2
Week 1/2 Class 2	Strategic Perspectives (continued) Internal Alignment Read Chapter 3

Week 2/1 Class 3	Job Analysis Job Evaluation Read Chapters 4 & 5
Week 2/2 Class 4	Job Evaluation (continued) Person-based Structures Read Chapter 6
Week 3/1 Class 5	Competitiveness Designing Pay Structures Read Chapter 7 & 8
Week 3/2 Class 6	Designing Pay Structures (continued) 1 st Presentation Read relevant article in HBR on Compensation
Week 4/1 Class 7	Pay-for-Performance Read Chapters 9 & 10
Week 4/2	MID-TERM EXAM
Week 5/1 Class 8	Appraisals Read Chapter 11
Week 5/2 Class 9	2 nd Presentation 3 rd Presentation Read relevant articles in HBR on Compensation
Week 6/1 Class 10	Benefits Read Chapters 12 & 13
Week 6/2 Class 11	Compensation for Special Groups 4 th Presentation Read Chapter 14 & relevant article in HBR on Compensation
Week 7/1 Class 12	International Pay Systems Read Chapter 16
Week 7/2 Class 13	Union Role in Compensation 5 th Presentation Read Chapter 15 & relevant article in HBR on Compensation

Week 8/1 Administration of Compensation Systems
Class 14 6th Presentation
Read Chapter 18 & relevant article in HBR on Compensation

Week 8/2 **FINAL EXAM**

NOTE: Additional presentations may be scheduled as needed.

**Additional
Information**

BACKGROUND ON THE INSTRUCTOR

Arno Haslberger has recently returned to Austria after 18 years abroad. He was born and raised in Upper-Austria and holds a doctorate in sociology as well as master's level degrees in sociology and in business administration from Kepler Universität Linz. He also holds a Master of Science in Industrial Relations from Loyola University Chicago.

He has lived in the United States, the United Kingdom, Spain and Germany. He has worked in labor relations and human resources for U.S. and UK multinational companies. In addition, he has taught undergraduate and graduate students at various business schools. In his last four years abroad, he taught at internationally renowned Ashridge Business School. His responsibilities included Intake Director for the one-year MBA, Client Director for HSBC, and Co-Director of the Strategic Human Resource Management program.

Arno is married to a native Chicagoan. They have a teenage daughter.