

**THE UNIVERSITY OF TEXAS AT TYLER**  
**SOULES COLLEGE OF BUSINESS**  
**Fall 2020**

**COURSE NUMBER:** MANA 4325.001

**COURSE TITLE:** Compensation Administration

**INSTRUCTOR:** Amy Clem, M.B.A., SHRM-CP

**CONTACT INFORMATION:**

**EMAIL:** aclem@uttyler.edu

**OFFICE:** SCOB 350.30

**CELL PHONE:** 903-312-1003

**OFFICE HOURS:** Tuesdays & Thursdays 11:00am – 2:00pm usually\*

Additional hours available by appointment. \* Email is checked on a regular basis Mon-Fri and I typically respond within 12 hours or less. However, there may be times where it could take me up to 24 hours to respond, especially on weekends. I will inform you if I will be unable to respond due to travel, illness, etc.

\*\* I am providing my cell phone number for emergencies only. For all other issues, please email me at the provided email address. Be sure to use your full name in the email and state the course and section you are in (e.g. MANA 3320.001).

**COURSE DESCRIPTION:** Job analysis and evaluation; development of a comprehensive compensation program including incentive systems, supplemental compensation, executive compensation, and benefits analysis.

**PREREQUISITE:** MANA 3311 or HRD 3333

**REQUIRED TEXT:** Milkovich, G. T., Newman, J. M., & Gerhart, B. (2016). *Compensation*, 13th edition. Irwin: Boston, MA  
ISBN: 9781259532726

**CLASS MEETING:** Monday, Wednesday, & Friday (Hybrid days) 11:15am – 12:10pm. SCOB 212

**CORE VALUES:** Professional Proficiency  
Technological Competence  
Global Awareness  
Social Responsibility  
Ethical Courage

## COURSE OBJECTIVES:

1. To be able to identify and explain the terminology, concepts, issues, and methods relevant to compensation management.
2. To be able identify and discuss current compensation management issues.
3. To be able to make compensation management decisions (e.g., determination of an employee's exempt or nonexempt status) and to perform job analysis and job evaluation when developing pay structures.
4. To be able to explain different methods revolving around attracting, retaining, and motivating employees.
5. To show how compensation strategy decisions can influence organizational success.
6. To distinguish the difference between internal and external market compensation analysis and identify best practices in the workplace.
7. To be able to breakdown the correlation between the "pay for performance" concept and effective performance appraisals.
8. To summarize the impact of legal ramifications on compensation analysis and structures in the workplace.

## TEACHING METHOD:

- Exercises
- Videos
- Textbook
- Power point slides
- Video clips

## ABOUT THE GRADED COMPONENTS:

### 1 - Biography/Introduction:

You will be required to give a biography/introduction of yourself in class. The biography needs to include answers to the questions listed on the assignments page at the end of the syllabus. The biography should be no longer than 2 minutes. **Total of 20 points.**

### 2 - Quizzes:

There will be **14 chapter quizzes.** Each of the chapter quizzes will consist of 10 multiple choice, fill in the blank, or true/false questions and will be worth a total of 140 points. **At the end of the term, I will drop the 2 of the lowest quiz grades.** To do well on the chapter quizzes, students should read the corresponding text book chapter and review power point slides and lectures. I do NOT recommend taking the quizzes without reading the chapter, or trying to look up the answers during the quiz. While you are allowed to use your book, you will only have 15 minutes per quiz, which will not give you enough time to flip through the book for every question. Additionally, you must complete each quiz in one sitting – there is no way to “pause” the quiz and come back to it at a later time. **Total of 120 points.**

You will not be allowed to take the quizzes after the deadline has passed. Please see the course calendar at the end of the syllabus for the due dates for every quiz. You will be able to see your quiz grades after submission, including your answer and the correct answer.

### 3 - Class Participation:

Class participation is essential to your success in the course! You will be required to comment in class (outside of group discussion) at least **ONCE** per week. It can be a question, comment, interesting

thought, pertaining to the course discussion at hand. Therefore, make sure you are in class! **\*In-class exercises** will be completed throughout the course in order to provide opportunities for participation. Each comment/question in regard to participation will be worth 5 points. Therefore, a total of 60 points is available regarding participation (includes weeks 2 – 13 at 10 points per week), with 10 points being extra credit as I will only require 50 points for participation. **Total of 50 points.**

#### **4 - Course Project:**

A large portion of your grade for this course will be in regard to a semester long project that will be completed in 3 phases. Phase #1 & #2 will be worth 30 points and Phase #3 will be worth 50 points. Additional instructions will be provided in class and through Canvas. **Total of 110 points.**

#### **5 – Group SHRM Case Study:**

There will be one SHRM (Society for Human Resource Management) assignment in which you will be required to review a hypothetical HR case and complete an in-class presentation with your assigned group. The assignment details are located out in Canvas. This assignment will be worth a **total of 50 points.**

#### **6 – Discussion Exercises:**

There will be 7 assignments that will need to be completed in the course that will be discussed in class. Each discussion exercise will be worth 10 points. **Total of 70 points.**

#### **7 – Hybrid Day Activities:**

There will be 6 Hybrid Day Activity assignments that will need to be completed in the course outside of in-person sessions. Each activity will be worth 10 points. **Total of 60 points.**

#### **8 – Final Exam:**

There will be 1 cumulative exam at the end of the course, including all chapters covered from the required text. You will have 180 minutes for the exam and it will have 100 multiple-choice questions. Thus, as with the quizzes, there is not enough time to flip through the book and find the answer to every question. To succeed on the exam, you need to have read the book, reviewed the power points, and spent time studying for the exam. You are NOT permitted to copy or screen capture any portion of the exam or discuss the exam with any other student. Any cheating will result in disciplinary action. **Total of 100 points.**

#### **EVALUATION:**

<b>Point Total (580)</b>	<b>Grade</b>
580 - 520	A (90%)
519 - 462	B (80%)
461 - 404	C (70%)
403 - 346	D (60%)
< 346	F (<60%)

**EMAIL COMMUNICATION:** To protect the privacy of students the university requires that all email communication with students be conducted through the University Patriot email system. It is the responsibility of the student to regularly check their Patriot email address.

**COURSE SCHEDULE:** Below is the schedule of topics to be covered. This syllabus provides a general plan/schedule for this course. Based on the discretion of the instructor, deviations from the course schedule may be necessary. You will be given sufficient notice before any changes are made to the syllabus. You will be notified of all changes.

Date	Item
<b><u>Week 1</u></b>	
Monday, 8/24/20	WELCOME! First day of MANA 4325!
Wednesday, 8/26/20	Quiz on Syllabus/ “Why take this course?”
Friday, 8/28/20	Hybrid day!
<b><u>Week 2</u></b>	
Monday, 8/31/20	Chapter 1: The Pay Model
Wednesday, 9/2/20	Chapter 1: The Pay Model (cont.)
Friday, 9/4/20	Hybrid day! <b>DUE: Hybrid Day Activity #1</b>
Sunday, 9/6/20	<b>DUE: Chapter 1 Quiz</b>
<b><u>Week 3</u></b>	
Monday, 9/7/20	LABOR DAY HOLIDAY (no class)
Wednesday, 9/9/20	Chapter 2: The Totality of Decisions
Friday, 9/11/20	Hybrid day!

Sunday, 9/13/20	<b>DUE: Chapter 2 Quiz</b>
<b><u>Week 4</u></b>	
Monday, 9/14/20	Chapter 3: Defining Internal Alignment
Wednesday, 9/16/20	Chapter 3: Defining Internal Alignment (cont.)
Friday, 9/18/20	Hybrid day! <b>DUE: Hybrid Day Activity #2</b>
Sunday, 9/20/20	<b>DUE: Chapter 3 Quiz</b> <b>DUE: Discussion Exercise #1</b>
<b><u>Week 5</u></b>	
Monday, 9/21/20	Chapter 4: Job Analysis
Wednesday, 9/23/20	Chapter 4: Job Analysis (cont.)
Friday, 9/25/20	Hybrid day!
Sunday, 9/27/20	<b>DUE: Chapter 4 Quiz</b> <b>DUE: Discussion Exercise #2</b>
<b><u>Week 6</u></b>	
Monday, 9/28/20	Chapter 5: Job-Based Structures and Job Evaluation
Wednesday, 9/30/20	Chapter 5: Job-Based Structures and Job Evaluation (cont.)
Friday, 10/2/20	Hybrid day! <b>DUE: Hybrid Day Activity #3</b>

Sunday, 10/4/20	<b>DUE: Project Phase #1</b>
<b><u>Week 7</u></b>	
Monday, 10/5/20	Chapter 6: Person-Based Structures
Wednesday, 10/7/20	Chapter 6: Person-Based Structures (cont.)
Friday, 10/9/20	Hybrid day!
Sunday, 10/11/20	<b>DUE: Chapter 5 &amp; 6 Quiz</b> <b>DUE: Discussion Exercise #3</b>
<b><u>Week 8</u></b>	
Monday, 10/12/20	Chapter 7: Defining Competitiveness
Wednesday, 10/14/20	Chapter 7: Defining Competitiveness (cont.)
Friday, 10/16/20	Hybrid day! <b>DUE: Hybrid Day Activity #4</b>
Saturday, 10/17/20	<b>DUE: Discussion #3 (own post)</b>
Sunday, 10/18/20	<b>DUE: Chapter 7 Quiz</b> <b>DUE: Discussion #3 (responses)</b> <b>DUE: Project Phase #2</b>
<b><u>Week 9</u></b>	
Monday, 10/19/20	Chapter 8: Designing Pay Levels, Mis, and Pay Structures
Wednesday, 10/21/20	Chapter 8: Designing Pay Levels, Mis, and Pay Structures (cont.)

Friday, 10/23/20	Hybrid day!
Sunday, 10/25/20	<b>DUE: Chapter 8 Quiz</b> <b>DUE: Discussion Exercise #4</b>
<b><u>Week 10</u></b>	
Monday, 10/26/20	Chapter 9: Pay-for-Performance: The Evidence
Wednesday, 10/28/20	Chapter 10: Pay-for-Performance Plans
Friday, 10/30/20	Hybrid day! <b>DUE: Hybrid Day Activity #5</b>
Sunday, 11/1/20	<b>DUE: Chapter 9 Quiz</b> <b>DUE: Practical Application #4</b> <b>DUE: Project Phase #3</b>
<b><u>Week 11</u></b>	
Monday, 11/2/20	Chapter 10: Pay-for-Performance Plans (cont.)
Wednesday, 11/4/20	Chapter 11: Performance Appraisals
Friday, 11/6/20	Hybrid day!
Sunday, 11/8/20	<b>DUE: Chapter 10 &amp; 11 Quizzes</b> <b>DUE: Discussion Exercise #5</b>
<b><u>Week 12</u></b>	
Monday, 11/9/20	Chapter 12: The Benefit Determination Process
Wednesday, 11/11/20	Chapter 13: Benefit Options

Friday, 11/13/20	Hybrid day! <b>DUE: Hybrid Day Activity #6</b>
Sunday, 11/15/20	<b>DUE: Chapter 12 &amp; 13 Quizzes</b> <b>DUE: Discussion Exercise #6</b>
<b><u>Week 13</u></b>	
Monday, 11/16/20	Chapter 14: Compensation of Special Groups
Wednesday, 11/18/20	Chapter 15: Union Role in Wage and Salary Administration
Friday, 11/20/20	DUE: SHRM Case Study presentations!
Sunday, 11/22/20	<b>DUE: Chapter 14 Quiz</b>
Monday, 11/23/20 – Friday, 11/27/20	<b>THANKSGIVING BREAK</b>
<b><u>Week 14</u></b>	
Monday, 11/30/20	Chapter 16: International Pay Systems (ONLINE)
Wednesday, 12/2/20	Chapter 17: Government and Legal Issue in Compensation (ONLINE)
Friday, 12/4/20	Chapter 18: Management: Making It Work (ONLINE) <b>DUE: Discussion Exercise #7</b>
Sunday, 12/6/20	<b>DUE: Chapter 15 &amp; 16 Quiz</b>
<b><u>Week 15</u></b>	
Monday, 12/7/20	University Study Day- No class
Tuesday, 12/8/20	<b>DUE: Chapter 17 &amp; 18 Quizzes</b>



Wednesday, 12/9/20 - Friday, 12/11/20	The final exam has 100 multiple choice questions and is cumulative. You are permitted to use your notes and/or textbook, but you only have 180 minutes to complete the exam once you begin; be sure you are prepared. You are NOT permitted to copy or screen capture any portion of the exam or discuss the exam with any other student. Any cheating will result in disciplinary actions.

**ACCEPTANCE OF LATE WORK:** Assignments are due prior to the hour (ex. due by 11:59 PM Central Standard Time) on the date specified. Therefore, work will be considered late if it is received at any point during the hour (ex. received at 12:00 a.m. Central Standard Time). NO LATE WORK WILL BE ACCEPTED. If exceptions are made, it will be at the instructor's discretion.

**EXAM:** The final exam has 100 multiple choice questions and is cumulative. You are permitted to use your notes and/or textbook, but you only have 180 minutes to complete the exam once you begin; be sure you are prepared. You are NOT permitted to copy or screen capture any portion of the exam or discuss the exam with any other student. Any cheating will result in disciplinary actions.

**WRITING ASSISTANCE TOOLS:** Please use these links as tools for writing assignments in this course. As well as the [written communication rubric](#).

[www.uttyler.edu/writingcenter/](http://www.uttyler.edu/writingcenter/)

<https://owl.english.purdue.edu/owl>

**WITHDRAW DATE:** The last day to withdraw from class is Monday, 11/02/20.

**MAKE-UP POLICY:** Makeup exam will be given for university-approved excuses only, which are subject to the instructor's approval. Any request for a change resulting in an alternate time for an exam will need to be pre-approved prior to the exam in question. Whenever possible, every effort should be made to take the exam as scheduled.

**STUDENTS RIGHTS AND RESPONSIBILITIES:** To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www2.uttyler.edu/wellness/rightsresponsibilities.php>

**ACADEMIC INTEGRITY:** Academic integrity is of the utmost importance. Academic dishonesty will result in the receipt of an F for a final grade in this course. The assessments included in this course are designed to measure your grasp of the information which is examined throughout the course. Please refer to <http://www.uttyler.edu/catalog/10-12/1491.htm> to review the Academic Standards of Conduct.

**COLLEGE OF BUSINESS STATEMENT OF ETHICS:** The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the College of Business and Technology help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the College of Business and Technology at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage and misuse.
- Conduct yourself in a professional manner both on and off campus.

**GRADE REPLACEMENT/FORGIVENESS AND CENSUS DATE POLICIES:** Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.utt Tyler.edu/registrar>.

Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar. Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions that students need to be aware of. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

**STATE-MANDATED COURSE DROP POLICY:** Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

**DISABILITY ACCOMMODATION:** Any student who feels their performance in this class may be impacted by a disability, in accordance with federal law, must provide documentation of his/her disability. It is university policy to evaluate the need for an accommodation on a case by case basis. In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources office and schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above criteria applies to you, but have questions or concerns please contact the SAR office. For more information or to set up an appointment

please visit the SAR office located in the University Center, Room 3150 or call 903.566.7079. You may also send an email to [estaples@uttyler.edu](mailto:estaples@uttyler.edu)

**STUDENT ABSENCE DUE TO RELIGIOUS OBSERVANCE:** Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

**STUDENT ABSENCE FOR UNIVERSITY-SPONSORED EVENTS AND ACTIVITIES:**

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

**SOCIAL SECURITY AND FERPA STATEMENT:** It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The university issues a unique identifying ID number to all students. The electronic transmission of grades (e.g., email) risks violation of the Family Educational Rights and Privacy Act (FERPA) and therefore will not be transmitted electronically. Further, in accordance with FERPA, any information regarding assignments and grading will be discussed between the instructor and the student only. All requests made to the instructor, which are initiated by someone other than the student, regarding information about a student's activity, will be advised by the instructor to seek that information from the student.

**EMERGENCY EXITS AND EVACUATION:** Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

**TECHNICAL SUPPORT:** If you experience technical problems or have a technical question about this course, you can obtain assistance by emailing [itsupport@patriots.uttyler.edu](mailto:itsupport@patriots.uttyler.edu). When you email IT Support, be sure to include a complete description of your question or problem including:

- The title and number of the course
- The page in question
- If you get an error message, a description and message number
- What you were doing at the time you got the error message

**CONCEALED HANDGUNS ON CAMPUS:** "We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>."

**Important Covid-19 Information for Classrooms and Laboratories**

Students are required to wear face masks covering their nose and mouth, and follow social distancing guidelines, at all times in public settings (including classrooms and laboratories), as specified by [Procedures for Fall 2020 Return to Normal Operations](#). The UT Tyler community of Patriots views adoption of these practices consistent with its [Honor Code](#) and a sign of good citizenship and respectful care of fellow classmates, faculty, and staff.

Students who are feeling ill or experiencing symptoms such as sneezing, coughing, or a higher than normal temperature will be excused from class and should stay at home and may join the class remotely. Students who have difficulty adhering to the Covid-19 safety policies for health reasons are also encouraged to join the class remotely. Students needing additional accommodations may contact the

Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email [saroffice@uttyler.edu](mailto:saroffice@uttyler.edu).

**Recording of Class Sessions**

Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.