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**CLASS SYLLABUS FOR**

**COMPENSATION & BENEFITS - HR 4080**

**SUMMER SEMESTER 2015**

**General Class Information**

**Instructor Name and Contact Information:**

C. Paul Weatherhead

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Time: MTWHF

M.A., labor and industrial relations, Michigan State University; B.A., sociology, University of Virginia. Mr. Weatherhead is a program manager with the US Postal Service and a former employee relations manager with Mobil Oil. Paul’s primary pay policy responsibility is the Postal Service’s Pay-For-Performance Program which received the Excellence in Human Capital Management Award at the Government HR Innovations conference. He has extensive experience in areas of performance management, compensation & benefits, training & development, and labor relations. Mr. Weatherhead is a frequent guest speaker at national conferences of the US Office of Personnel Management, the WorldatWork Total Rewards Association, and the postmaster and supervisory associations of the US Postal Service. Recently Mr. Weatherhead was recognized as a Thought Leader by the Compensation Café professional website. Published articles include:

* “Why CPI-Based Pay Policies Are Not the Answer,” Workspan Magazine
* “Balanced Scorecard & Pay-For-Performance,” WorldatWork Online White Paper
* “A Regression Analysis of Wage and Price Inflation,” WorldatWork Online White Paper
* “Pay for Performance Works: The United States Postal Service Presents a Powerful Business Case,” WorldatWork Journal and Chapter 15 of High-Performance Pay
* Ghost writer for "Gainsharing and EVA: The US Postal Service Experience" published in WorldatWork Journal
* Featured policy expert in "Paying for Results" published in Government Executive Magazine

**Subject Area and Catalog Number:**

HR 4080

UVaCOLLAB course home page: **15Su HR 4080-701 (SCPS)**

**Year and Term:**

Summer Semester 2015

**Class Title:**

Compensation & Benefits

**Level (Graduate or Undergraduate):**

Undergraduate

**Credit Type:**

Three (3) credits

**Course Prerequisite:**

HR 4010, HR 4020, HR 4050 or with instructor or program director permission.

**Catalogue Description:**

Examines the theories, practices, and various methods of compensation in the context of business strategy and culture; assesses compensation’s role in workforce planning; as well as to develop and apply skills for administering compensation policies.

**General Course Objectives**

This course is designed to provide the knowledge, skills and abilities required to be a practicing professional in the field. Most of the class time is devoted to acquiring a working knowledge of compensation theory and the variety of methods organizations use to compensate their employees. Research and homework assignments are provided to give the student the necessary skills and confidence to be proficient in developing and administering effective pay and benefit policies within their respective organizations.

**Required Text:**

Compensation

George T. Milkovich, Jerry M. Newman & Barry Gerhart

McGraw-Hill/Irwin, 11th edition, 2014 (ISBN: 007802949x)

Contemporary compensation reading is suggested. Suggested sources for reading include: WorldatWork Journal & workspan magazines (publications of the WorldatWork total rewards professional association), Compensation & Benefits Review (American Management Association), Benefits & Compensation Solutions, Wall Street Journal, Business Week, Fortune, and HR Magazine. The instructor will also share pertinent articles from journals with the class.

Current events in compensation and benefits will be discussed online during the summer term. (See page 5.) To help students with research in current events, arrangements will be made to provide each student with a free membership in the WorldatWork, The Total Rewards Association, for the summer term. Instructions will be provided on how to enroll in WorldatWork.

**Learning Outcomes:**

One of the most important expectations that a line manager or human resource professional faces in his/her job is how to use compensation to meet organizational objectives. The constant focus of every business professional is how to effectively attract, retain and motivate the organization’s human resources, while conserving the organization’s capital resources.

Students passing Compensation & Benefits (HR 4080) will have an understanding of the full range of methods used by organizations to compensate their employees. They will also know what resources available to them for further research of pay and benefits. Finally, and most significantly, the students will have the confidence to speak constructively to executives in their organizations about better ways of compensating their human resources.

**Class Specific Information**

**Class Instruction and Activities:**

1. **Student reading of text.** The full text will be covered during this course according to the schedule on page 4.
2. **Student reading of professor presentations.** Each week the professor will post on the Resources section of UVaCOLLAB a PowerPoint slide and script presentation. This serves as a summary of what the professor feels are the most important parts of the course.
3. **Student research & online assignments.** Students will be assigned end-of-chapter questions to research and respond on the Forums section of UVaCOLLAB according the schedule on page 4. (See explanation and assignments on Page 5 & 6.) The assigned student will discuss the response with other class members and the professor through the Forums section of UVaCOLLAB. All students will be required to participate in discussions of each week’s text reading, PowerPoint presentations, and end-of-chapter questions led by an assigned student. Student participation in the online homework assignments will count as 25% of the course grade.
4. **Three examinations** will be given in order to assess the class member’s knowledge of the course. Each examination will represent 25% of the course grade. The best resources for preparing for the examinations will be (1) reading the text book; (2) reading the professor’s PowerPoints; (3) reading the online discussions for the class; and (4) pretesting your knowledge at McGraw-Hill/Irwin’s “Chapter Quiz” exercise at http://www.mhhe.com/milkovich11e.

**Delivery Mode Expectations:**

All course activities (presentations, discussions, tests, etc.) will be performed on-line at UVaCOLLAB (**15Su HR 4080-701 (SCPS)**)**.** Activities do not have to be at the same time as other students, but there are deadlines that must be followed during each of the 12 weeks of the class.

**Research & Online Assignments:**

***Objective:*** Collective research and reporting of current trends and issues will help class members understand the importance of compensation and benefits to organizations. Human Resource Management (HRM) professionals must stay abreast of current trends and issues, and must be able to express themselves clearly on the full variety of compensation and benefits topics. Twenty-five percent (25%) of the course grade will be based on how well the students research, express, and lead others in a discussion of issues in the field of compensation and benefits.

***Ground rules:***

1. Each week students will be assigned homework to research and respond in UVaCOLLAB’s Forum. The homework could be a textbook end-of-chapter question, a current events article, or a customized question from the professor. The assignments will be posted on the Announcements section of UVaCollab and emailed to you as well.
2. On Monday or Tuesday of the week that the homework is assigned for study (see Page 4 below), you will research the assignment and provide a response on the Forums section of UVaCOLLAB. (The professor will set up a discussion forum for each week of class.)
3. On Wednesday, Thursday and Friday of each week, other students and the professor may discuss the assigned student’s response. The assigned student will respond to discussions provided by the rest of the class and the professor.
4. No discussions will be allowed to continue into the weekend.
5. Students will be assessed on the quality of the discussion of each discussion question. As a general rule, the professor will use the following guidelines for grading homework assignments:

A = Excellent online response and leadership of discussions.

B = Interesting online response and leadership of discussions.

C = Perfunctory online response and discussions.

D = Minimal online response and discussions.

F = No online response or discussions.

1. Grades will be made on a scale of 0 to 100; averaged over the term of the course; and will represent 25% of course grade. ***The professor may shade grades up or down based on overall student performance.***

***Weekly schedule:***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Monday  8AM | Tuesday Midnight | Wednesday  8 AM | Thursday | Friday  Midnight | Saturday | Sunday |
| Student repeats assigned text question on the appropriate UVaCOLLAB Forum and answers the question by Tuesday midnight. | | * Other students and professor discuss the assigned student’s question and answer on the Forums section of UVaCOLLAB. * Assigned student responds during the same time period, but no later than Friday midnight. | | | The Forums section of UVaCOLLAB will be closed for further discussions. | |

***Protocol for assigned homework:*** When the assigned student is ready to post the question and response on the Forums section of UVaCOLLAB, take the following steps:

* Look for the Forum that the professor has established for your assignment. Press button “Start a New Conversation.”
* For end-of-chapter questions, repeat or paraphrase the question to let the rest of the class see what you are responding to. Then provide your response to the end-of-chapter question.
* For current events articles provide a thumbnail description of the article including why it attracted your attention and what you learned from the article.
* For other assignments, follow the directions by the professor.
* Respond to other students who discuss your Forum posting.

***Protocol for discussions:*** Beside the post that want to discuss, simply press “Reply” and type your discussion. Your name will automatically appear. There are no limits on how frequently you may respond to other posts. But remember -- I’m looking for quality, not quantity.

**Class Schedule:**

|  |  |  |
| --- | --- | --- |
| **Week #** | **Dates** | **Class Content** |
| #1 | May 18-22 | * Review syllabus and course expectations. * Review Chapter 1: The Pay Model. * Review Chapter 2: The Totality of Decisions. * Assign homework. * Research, post & discuss homework on UVa COLLAB. |
| #2 | May 25-29 | * Review Chapter 3: Defining Internal Alignment * Review Chapter 4: Job Analysis. * Research, post & discuss homework on UVa COLLAB. |
| #3 | June 1-5 | * Review Chapter 5: Job-Based Structures & Job Evaluations * Review Chapter 6: Person-Based Structures * Research, post & discuss homework on UVa COLLAB. |
| #4 | June 8-12 | **Examination #1 – Chapters 1-6** |
| #5 | June 15-19 | * Review Chapter 7: Defining Competitiveness * Review Chapter 8: Designing Pay Levels, Mix & Pay Structures. * Research, post & discuss homework on UVa COLLAB. |
| #6 | June 22-26 | * Review Chapter 9: Pay for Performance: The Evidence. * Review Chapter 10: Pay-for-Performance Plans. * Review Chapter 11: Performance Appraisals. * Research, post & discuss homework on UVa COLLAB. |
| #7 | June 29-  July 3 | * Review Chapter 12: The Benefit Determination Process. * Review Chapter 13: Benefit Options. * Research, post & discuss homework on UVa COLLAB. |
| #8 | July 6-10 | **Examination # 2 - Chapters 7-13** |
| #9 | July 13-17 | * Review Chapter 14: Compensation of Special Groups. * Review Chapter 15: Union Role in Wage and Salary Administration. * Research, post & discuss homework on UVa COLLAB. |
| #10 | July 20-24 | * Review Chapter 16: International Pay Systems. * Review Chapter 17: Government & Legal Issues in Compensation. * Research, post & discuss homework on UVa COLLAB. |
| #11 | July 27-31 | * Review Chapter 18: Management: Making It Work. * Research, post & discuss homework on UVa COLLAB. |
| #12 | August 3-7 | **Examination # 3 - Chapters 14-18** |

**Grading:**

The grading criteria for Legal & Ethical Issues in Human Resources, HR 4050, in the Summer of 2015 will be as follows:

|  |  |
| --- | --- |
| Class participation | 25% |
| Examination #1 | 25% |
| Examination #2 | 25% |
| Examination #3 | 25% |
| Course grade | 100% |

The University of Virginia School of Continuing & Professional Studies uses a 4.0 grading scale corresponding to letter grades A, B, C, D & F. When combined with the course’s 100 point scoring system, below is the complete grading scale for Legal & Ethical Issues in Human Resources, HR 4050.

|  |  |  |
| --- | --- | --- |
| Letter Grade | Grade Point | 100 Point Scale |
| A+ | 4.0 | 98 – 100 |
| A | 4.0 | 93 – 97 |
| A- | 3.7 | 90 – 92 |
| B+ | 3.3 | 88 – 89 |
| B | 3.0 | 83 – 87 |
| B- | 2.7 | 80 – 82 |
| C+ | 2.3 | 78 – 79 |
| C | 2.0 | 73 – 77 |
| C- | 1.7 | 70 – 72 |
| D+ | 1.3 | 68 – 69 |
| D | 1.0 | 63 – 67 |
| D- | 0.7 | 60 – 62 |
| F | 0.0 | 00 – 59 |

**If You Are New to UVa Collab:**

Take a few minutes to explore the classroom interface. You can learn more about UVa Collab by clicking on the “Course Home Page.” Give yourself more time to do your online work until you become more familiar with the procedures in this classroom. You will be pleased how quickly you become comfortable with the features of the online classroom.

Location: <http://www.virginia.edu>

UVaCOLLAB course home page: **15Su HR 4080-701 (SCPS)**

**Confidentiality of the Classroom:**

To facilitate communication and learning in this environment it is very important that class members agree to respect the confidentiality of what has been shared in this class. Please DO NOT reveal /discuss any personally identifiable information (such as work site, comments about organization or persons, views of policies, etc.) verbally or by copying the information, without the express permission of the speaker/writer.

**Technical Specifications: Computer Hardware**

* Minimum Operating System
  + Windows 7 SP1 (Professional preferred)
  + Mac OS X 10.8 or 10.9
* Minimum Processor Speed: Equivalent to an Intel Core 2 Duo (1.5 GHz)
* Minimum RAM: 4 GB
* Minimum Hard Disk Space: 150 GB of free hard disk space (after all programs are loaded)
* Networking Capability: Wireless networking (802.11g or n) and an Ethernet port
* Strongly Recommended Accessories:
  + An Ethernet cable (Even if you will primarily use wireless, a wired connection is faster and more reliable for video-streaming, live online meetings and large file uploads and downloads.)
  + A power surge protector
  + CD/DVD drive and/or “thumb” or flash drive(s), plus a backup storage mechanism

**Technical Support Contacts**

* Login/Password: [scpshelpdesk@virginia.edu](mailto:scpshelpdesk@virginia.edu)
* UVaCollab: [collab-support@virginia.edu](mailto:collab-support@virginia.edu)
* BbCollaborate Support: <http://www.tinyurl.com/uvabbc>

**UVa Policies**

**SCPS Grading Policies:** Courses carrying a School of Continuing and Professional Studies subject area use the following grading system: A+, A, A-; B+, B, B-; C+, C, C-; D+, D, D-; F.  S (satisfactory) and U (unsatisfactory) are used for some course offerings. For noncredit courses, the grade notation is N (no credit). Students who audit courses receive the designation AU (audit). The symbol W is used when a student officially drops a course before its completion or if the student withdraws from an academic program of the University. Please visit [www.scps.virginia.edu/audience/students/grades](file:///C:\Users\jmp6y\Downloads\www.scps.virginia.edu\audience\students\grades) for more information.

**Attendance**: Students are expected to attend all class sessions. Instructors establish attendance and participation requirements for each of their courses. Class requirements, regardless of delivery mode, are not waived due to a student's absence from class. Instructors will require students to make up any missed coursework and may deny credit to any student whose absences are excessive. Instructors must keep an attendance record for each student enrolled in the course to document attendance and participation in the class.

**University Email Policies:** Students are expected to check their official UVa email addresses on a frequent and consistent basis to remain informed of University communications, as certain communications may be time sensitive. Students who fail to check their email on a regular basis are responsible for any resulting consequences.

**End-of-Class Evaluations:** Students are expected to complete the online end-of-class evaluation. As the semester comes to a close, students will receive an email with instructions for completing this. Student feedback will be very valuable to the school, the instructor, and future students. We ask that all students please complete these evaluations in a timely manner. Please be assured that the information you submit online will be anonymous and kept confidential.

**University of Virginia Honor System:** All work should be pledged in the spirit of the Honor System at the University of Virginia.The instructor will indicate which assignments and activities are to be done individually and which permit collaboration. The following pledge should be written out at the end of all quizzes, examinations, individual assignments and papers: “I pledge that I have neither given nor received help on this examination (quiz, assignment, etc.)”. The pledge must be signed by the student. For more information, visit [www.virginia.edu/honor](http://www.virginia.edu/honor).

**Special Needs:** It is the policy of the University of Virginia to accommodate students with disabilities in accordance with federal and state laws. Any SCPS student with a disability who needs accommodation (e.g., in arrangements for seating, extended time for examinations, or note-taking, etc.),should contact the Student Disability Access Center (SDAC) and provide them with appropriate medical or psychological documentation of his/her condition. Once accommodations are approved, it is the student’s responsibility to follow up with the instructor about logistics and implementation of accommodations. Accommodations for test taking should be arranged at least 14 business days in advance of the date of the test(s). Students with disabilities are encouraged to contact the SDAC*:* 434-243-5180/Voice, 434-465-6579/Video Phone, 434-243-5188/Fax. Further policies and statements are available at[www.virginia.edu/studenthealth/sdac/sdac.html](file:///C:\Users\jmp6y\Downloads\www.virginia.edu\studenthealth\sdac\sdac.html)

For further policies and statements about student rights and responsibilities, please visit [www.scps.virginia.edu/audience/students](file:///C:\\Users\\jmp6y\\Downloads\\www.scps.virginia.edu\\audience\\students)