MGT 5567 TOTAL REWARDS MANAGEMENT

FALL 2011 - SYLLABUS

TUESDAYS & THURSDAYS, 5:30 - 6:45, AUGUST 23 - DECEMBER 8
BLOCH SCHOOL ROOM 14

Instructor: Dr. Nancy E. Day

Office: 240 Bloch

Phone: (816) 235-2333 Fax: (816) 235-6506 Email: dayn@umkc.edu THIS SYLLABUS MAY
CHANGE THROUGHOUT
THE SEMESTER, THUS
CURRENTLY ENROLLED
STUDENTS SHOULD ACCESS
THE SYLLABUS FROM
BLACKBOARD.

Contacting me: Email works best for me. I work from home a lot and check it frequently. I will return phone calls promptly, so please leave a message if you get my voice mail. I am also happy to schedule appointments if you want to meet face-to-face. Please contact me if you need to speak with me personally outside of class times.

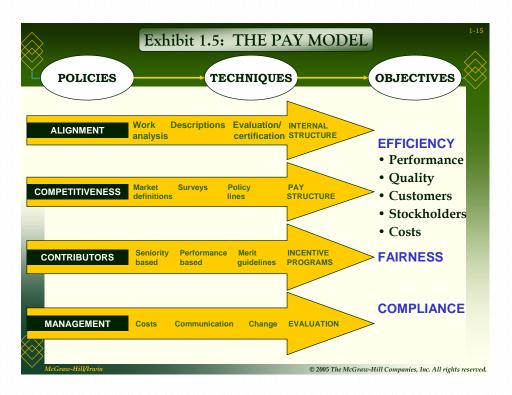
COURSE OBJECTIVES AND STRATEGY

Total Rewards Management presents both theory and practice for designing effective rewards systems within organizations. Compensation, (including base pay and incentives), benefits, and performance management will be covered from a strategic perspective. Characteristics of the work environment, such as recognition, work/life balance, and culture will also be considered in terms of their contribution to the total rewards system.

Upon completion of this course, successful students should be able to:

- Apply theoretical frameworks linking total rewards (pay, benefits and the work environment) to employee attraction, motivation and retention as well as to organizational performance
- Explain how compensation strategy should relate to organizational and HR strategies
- Describe current practices in
 - Base compensation
 - Incentive programs
 - Salary administration
 - Performance management
 - Benefit programs
 - Relevant work environment activities
- Analyze legal requirements in the design and administration of total rewards programs
- Understand the complexities of total rewards program design in international and unionized environments
- Evaluate new trends in total rewards
- Apply concepts learned in class to real-world settings

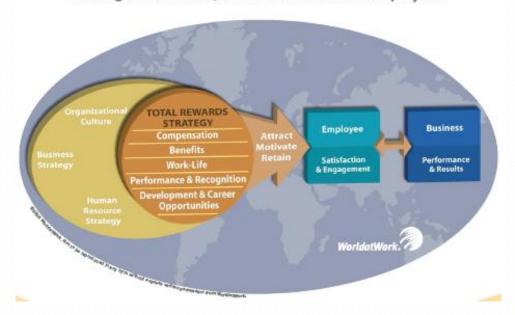
Throughout the class we will be referring to something called "The Pay Model," as illustrated below. It will help to refer to this model throughout the class.



Also, WorldatWork[©], the top professional organization for compensation and benefits professionals in the US, has developed a "total rewards" model to which we will refer throughout the course:

WorldatWork Total Rewards Model

Strategies to Attract, Motivate and Retain Employees



GROUND RULES

- Class work will be focused on learning principles through your project, case/article discussions, lectures, and other activities.
- The project's end product is a publication-quality article related to total rewards that would be suitable for submission to a national or international professional journal. It includes an individual component as well as a team component.
- Students are responsible for their own learning and should not assume that if it's not covered in class it's not important. You are welcome to clarify with me the points to focus on.
- Your learning will be facilitated through your team.
 - Small teams (two or three students) will form at the beginning of the semester, and these groups will continue throughout the course.
 - Teams will be responsible for compiling and writing the final manuscript.
 - Students within teams are responsible for adequate preparation in order to support their team's efforts, and all students are responsible for their team's products and outcomes.
 - Testing methodology will consist of "Individual-Group Tests" (IGTs). These tests are designed not only to assess individual learning, but to also serve as a learning tool. There will be three tests, and each will be taken both individually and in teams.

READINGS

- Milkovich, G.T. and Newman, J.M. Compensation. Tenth Edition, 2011. Note that the textbook website (http://highered.mcgraw-hill.com/sites/0073530492/information_center_view0/) has links to quizzes, chapter summaries, and updates. A cheaper, electronic version of the textbook is available online through www.coursesmart.com.
- There are various readings required throughout the semester that you will need to access from Blackboard. Please consult the course schedule for the dates they are required. Some readings may be added as the semester progresses, in response to new developments.

HOW PERFORMANCE WILL BE EVALUATED

Your grade will be based on the following, which sum to a total of 575 points.

- Individual grades on three Individual-Group Tests (300 points total)
- Team grades on each of the three IGTs (75 points total)
- "Library" research completed by each individual student in support of a final professional manuscript (100 points)
- A professional manuscript suitable for publication, produced by your team (100 points)
- Also required for course completion, but not graded, are
 - Submission of a team plan to accomplish the project well and on time
 - A preliminary summary of your manuscript topic
 - A brief presentation of the paper's conclusions to class
 - Keeping me updated as to the status of your project

- Other activities as assigned
- Regular attendance
- There will be no extra credit assignments.

Final grades will be calculated using the scale below:

% of Total Points Received	Grade
93% - 100%	Α
90% - 92%	A-
87% - 89%	B+
83% - 86%	В
80% - 82%	B-
77% - 79%	C+
73% - 76%	С
70% - 72%	C-
67% - 69%	D+
63% - 66%	D
60% - 62%	D-
Below 60%	F

INDIVIDUAL-GROUP TESTS

- These three tests will be given to students first individually, as in a traditional class, and then the teams will take the same test.
- Both individual and team tests will be closed-book.
- These tests are difficult, so you should study a lot and thoroughly understand the material. Make sure you ask questions if you don't understand concepts or ideas.
- The tests will be multiple choice (maybe a few true & false) and will have about 50 questions per test.
- All students must take the individual IGTs. Students who are absent must take the IGT they missed **before** attending the next class session. For their team IGT score, students who are absent during the time the IGT is given will receive 95% of the score the other members of the team earned. Students must schedule make-up exams at the convenience of the Business Administration administrative staff, which is during normal business hours. To schedule a makeup exam, first check with the instructor and then contact Ms. Susan Mott (816-235-2896 or motts@umkc.edu). Students who are absent during the normal testing time, and thus are making up the individual IGT, will only be able to make appeals if the appeal due date has not passed.

Appeals

- Students and/or teams may make written appeals for answers to questions that have been counted wrong if they believe they indeed answered correctly. Please note on the class schedule when these appeals are due. You must use the appeals form that you will find in the "course content" in Blackboard. Please use one appeals form per question, and submit them electronically via email.
- Make sure you indicate on the form whether the appeal is an individual or a team appeal. If a team appeal is won, the team as well as any individual member in that team will have his/her grade changed accordingly. The grades of other teams or other team members will not be affected, unless

- they too successfully appeal the question. If an individual appeal is won, only that person's grade will be changed.
- Appeals should be logically sound, clearly written and based on course information, not on personal experience alone. Provide citations where appropriate.

PROFESSIONAL MANUSCRIPT PROJECT

The following steps are needed for completion of the project:

- Student teams (two or three people) will be formed. They will decide on a topic of interest that they would like to research and write about related to total rewards. The topic should be of interest to general managers, but specifically targeted to HR managers. Some ideas are listed below (these are ONLY suggestions). Review the textbook, look at HR-related professional magazines, and do some web-surfing for your topic.
 - Best practices for rewarding high-tech workers in start-up companies
 - Choosing the most effective nonfinancial incentives for nonprofit organizations
 - Designing base pay for maximum competitiveness
 - Diagnosing reasons for high turnover when pay isn't the problem
 - Benefits strategy for nonprofit organizations
 - Designing total reward systems in start-up ventures
 - Effective recognition: Best practices
 - Rewarding teams fairly and effectively
 - Effective rewards in a recessionary economy
- Read through professional magazines and journals to get a feel for the length, topics, writing style, level of
 analysis and scope that's expected in a professional publication. Ask me if you have questions about
 appropriate publications.
- 3. Student teams will prepare a *preliminary* summary of the chosen topic and identify a professional journal to which you could submit your manuscript. This is to get you focused on a preliminary topic. It's OK if it changes later based on your individual research.
- 4. Each individual student will prepare an annotated bibliography containing five sources.
 - At least three must come from research journals (see below).
 - The remainder must come from professional publications (no general news sources [e.g. Wall Street Journal] or internet-only sources; please consult with me if you have questions about sources).
 - This individual annotated bibliography will be due mid-semester (please see schedule for due date).
- 5. Teams should then use these annotated bibliographies to craft the final manuscript.
- 6. Your team may actually submit your article to a professional publication if you like. If your article gets accepted, I will take you out to lunch in the spring semester.
- 7. Please see the document listing requirements for both the individual and team components, in "course contents" in Blackboard.

CONSULTATION WITH PROFESSOR

Teams should check in with me throughout the semester to

- OK your preliminary summary with me.
- Confirm your publication sources for the annotated bibliography are appropriate, if you're unsure.
- Update me about your progress in drafting the manuscript.

You are responsible for keeping me in the loop. We will have some time during classes in which teamwork will be scheduled, and you can also use this time for updates.

PRESENTATION

Each team should prepare an executive presentation for the end of the semester. It should be targeted at an imaginary group of HR executives who want to know the gist of your article. It should not exceed 10 minutes (including questions) and include the following components:

- A summary of the topic why it's important
- What we as American managers know about best practices
- Recommendations
- Anything else related to your manuscript that would be useful for senior management to know

TEAM GUIDELINES

As students in a graduate course, you probably have had many experiences working in teams. Team experiences can be very positive, very negative, and very in-between. The purposes of teams in this class include: 1) Provide support, advice, and peer guidance in your individual annotated bibliographies; 2) participate together in the team portion of the individual-group tests; 3) draft a well-written, compelling manuscript suitable for publication. Therefore, it is important that your teams are functional and hopefully, enjoyable. With that in mind, I suggest the following criteria of a good team member:

- 1. Comes to team activities adequately prepared, including completing the required readings, thinking about the cases and studying for tests
- 2. Takes initiative in designing, leading, and completing team work
- 3. Actively participates in all team discussions and activities
- 4. Effectively and actively listens to other team members
- 5. Values the diversity of other team members' points of view, communication styles and work styles; attempts to capitalize on the particular strengths of each team member
- 6. Is a supportive team player who demonstrates cooperation and flexibility in meeting the team goals

"FIRING" A TEAM MEMBER

For three-person teams: If at any time during the semester, a team determines that a member is not performing up to standards, it may "fire" him or her. To do this, it must have first informed that member in writing so that s/he has an opportunity to improve performance. If after a reasonable interval, his/her performance has not improved, the team must state the reasons for the "termination" briefly in writing and have it approved by the professor. Any student fired from the team will have to join another team in order to receive IGT group grades and complete the team project.

For two-person teams: If a two-person team decides that they are dysfunctional to the point of ineffectiveness, the team must consult with the instructor. No individual projects will be accepted unless approved by the instructor.

EXPECTED CLASSROOM BEHAVIOR

Your conduct in class should mirror that required for a business meeting. In other words, don't do anything for which your boss would give you a dirty look or a reprimand. Students who repeatedly violate any or all of these expectations may have their grades lowered.

- Be on time. Do not leave early unless you have told the instructor that you must because you have a good reason.
- Turn off your cell phone and/or pager when you enter the classroom.
 - DON'T TEXT.
 - If you forget and your phone rings, do not answer it. Just turn in off.
- Be prepared by completing all the readings and cases for the class period.
- Participate in classroom discussions, particularly case discussions. Ask questions. Be actively involved.
- Don't get up and leave during the class. It's only an hour and fifteen minutes long. Plan your arrival so that you can take a restroom break BEFORE class starts.
- Laptop computers should be used only for work immediately related to what is happening in class. You should not be surfing the Internet (unless directly related to something happening in class at that moment), checking emails, working on other class projects or other course work.
- Concentrate on the class activities. Do not work on assignments for other classes, read the paper, or otherwise focus your attention on things other than this course. Do not sleep in class. If you are too tired to stay awake, start participating and get involved.
- Do not talk inappropriately in class. Do not carry on conversations with other students during a formal class session (e.g. lecture or full class discussion). This disruptive to other students and disrespectful to the class process.
- I will rely on UMKC email to send you messages. So please either check your UMKC email account regularly or have it forwarded to your preferred email provider (see the folks in the Computer Lab for help).
- Turn in assignments at the date and time they are due. Unless you make prior arrangements with me, late assignments will receive lower grades, or may not be accepted.

MY LEARNING AND GRADING POLICES

- You are responsible for your own learning. I always try to clearly communicate what's required for the class, but if you're unsure after consulting the syllabus and schedule, please ask me.
- Team work is, obviously, to help you learn how to effectively work in teams. Again, the student is responsible for this process. Make sure you and your team members agree on the definition of good member performance, as well as strategies about how you will deal with performance problems among your team. If you are having concerns about how your team is functioning, please don't hesitate to confer with me about it. I am happy to give advice and encouragement, but you and your other team members are responsible for your performance.

- I (as well as most of the business world) greatly value good, clear, accurate and interesting writing. Please don't hand in papers unless you have carefully proofread them and are convinced that you have given it your best. Remember that word processing spelling and grammar checks won't catch all errors. Please contact the Bloch Communications Center (235-5089; 201 Bloch) if you have concerns about your writing.
- Students are responsible for meeting the standards of academic performance established for each course in which they are enrolled. The establishment of the criteria for grades and the evaluation of student academic performance are the responsibilities of the instructor.
- Regarding standards of conduct:
 - A student enrolling in any UMKC course is expected to exhibit high standards of academic honesty. Under no circumstances will cheating in this class be tolerated. "Cheating" includes copying off other students' tests, plagiarizing others' papers or texts (which includes paraphrasing sections without giving the author due credit), revealing the contents of a test before other students take it, etc. These dishonest activities diminish the educational experience for those who are taken advantage of and hurt the class as whole as well as the perpetrator.
 - In the case of academic misconduct, I will assess the affected work and report the incident according to the guidelines printed in the University catalog. Students who are suspected of participating in any of these activities will be reported to the Bloch School's Associate Dean, our Investigative Officer.
 - All tests are closed book, closed notes, and are to be taken without help or assistance except for that received according to the rules for the individual-group tests. Persons observed cheating on tests will receive a grade of zero for the exam.
 - The work that you do on all team projects and out-of-class work is expected to be that of your team and only your team, and any questions that arise should be directed to your instructor, not to other teams. Each person is expected to perform a proportionate share of effort (i.e., 50% on a two-person project, 33.3% on a three-person project, etc.) on each project assigned. Individuals and/or teams observed cheating on projects or not following these policies will receive a grade of zero for that project.
 - The rules governing any suspected violation are clearly spelled out in the UMKC Catalog and will be followed to the letter. You can read the complete set of rules by clicking here. Please review the UMKC Law School's policy on plagiarism for some excellent pointers.
- No changes will be made to final grades after they are submitted to Academic Records at the end of the semester, unless you have made prior arrangements with me to take an "incomplete" for the semester or I have made an error in calculating your grade. Of course, you may always appeal any instructor's grade if you believe "capricious grading" occurred. Please see the University Catalog for details on the grade appeal process.
- If you have any questions about the course or concerns you'd like to voice, please feel free. I am a pretty reasonable person (most of the time, anyway!) and am open to your suggestions and input.
- If you have any questions about a disability or desire accommodation under the Americans with Disability Act, please contact the Office of Disabled Student Services, (816) 235-5696.
- The course requirements described in this syllabus and schedule may change throughout the semester.