

GOLDEN GATE UNIVERSITY

COURSE OUTLINE

COURSE OUTLINE: MGT 342

TITLE: Compensation Administration

CENTER: Sacramento

TERM: Spring I 2007 – 10 Weekly Sessions
1/9/07 – 3/13/07, Monday, 5:30 pm – 9:30

pm

INSTRUCTOR: Craig Uchida

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INSTRUCTOR:

Craig Uchida, an adjunct associate professor, teaches undergraduate and graduate-level course in human resources management, compensation, and labor relations. An instructor since 1985, he has served as the core adjunct professor in human resources management at Golden Gate University, Sacramento, and is a past recipient of the University's distinguished teaching award for the Northern California region.

He has enjoyed a progressive career in human resources management, beginning with undergraduate and graduate education in public administration from the University of Southern California, leading to entry in 1974 into public service as a personnel analyst with the City of Los Angeles, continuing with important assignments as a senior personnel analyst, and culminating in his present position as the human resources manager for the Sacramento County Department of Health and Human Services consisting of a work force of 2,800 positions. In addition, he serves on the board of directors of the Sacramento County Management Association, an organization that represents more than 700 managers in county government, and is a member of local and national professional associations in human resources management.

COURSE DESCRIPTION:

Management 342, compensation administration, focuses on managing employee compensation in contemporary organizations. This course examines and applies the principles and practices necessary for making sound compensation decisions. Topics include types of compensation plans, economic theory and concepts, compensation and employee behavior, legal environment of compensation

management, job analysis and job descriptions, job evaluation, salary surveys and pay structures, performance appraisals and pay for performance, employee benefits, and compensation administration.

COURSE OBJECTIVE:

The focus of this course is on the principles and practices of wage and salary administration with attention given to the changing nature of the labor force, job analysis and job evaluation methods, changing nature of compensation, and rising expectations of employees. The course objectives and learning outcomes are in relation to the following areas of focus:

- The reward system of an organization and its influence on employee behavior
- Government influences on compensation practices
- Identifying job content and determining job worth
- Describing labor market relationships
- Developing a pay structure
- Merit and pay for performance plans
- Employee benefits programs
- Administration of compensation

This course provides students with an opportunity to develop the knowledges, skills, and abilities to understand the planning, development, implementation, and administration of a basic compensation program for an organization.

READINGS:

Required textbook: Compensation, George Milkovich and Jerry Newman, 8th edition, Irwin Company, 2005.

Recommended readings: “Cases in Compensation” for use with the textbook, Compensation, is suggested for the student’s personal use but is not required reading to complete the course.

Supplemental material will be distributed during class meetings, as appropriate.

CLASS FORMAT AND GRADING:

Class meetings consist of non-graded quizzes, lectures, discussions, exercises, and graded tests. Quizzes and discussions are used to cover readings in greater depth, and students are expected to join in class discussions. Students are expected to have read the assigned material before it is discussed in class.

Attendance is mandatory and arriving on time and remaining throughout the scheduled class sessions is essential.

For each chapter of the textbook, there will be a graded test administered on the date in which the chapter is covered during class. Each test consists of multiple-choice questions ranging generally between 8 to 12 questions. In addition, each student will complete and submit two (2) research papers.

A final course grade will be a composite of the grading for the tests (approximately 35%), research paper #1 (30%), research paper #2 (30%), and class attendance, punctuality, and participation (5%).

CLASS SCHEDULE:

<u>Session</u>	<u>Chapter/Activity</u>
1 (1/8/07)	Introduction of students and discussion of course outline Chapter 1 - The Pay Model Chapter 2 - Strategic Perspective
2 (1/15/07)	No class - University Holiday (Martin Luther King Birthday)
3 (1/22/07)	Chapter 3 - Defining Internal Alignment Chapter 4 - Job Analysis
4 (1/29/07)	Chapter 5 - Evaluating Work: Job Evaluation Chapter 6 - Person-Based Structures
5 (2/5/07)	Chapter 7 - Defining Competitiveness Chapter 8 - Designing Pay Levels, Mix, and Pay Structures
6 (2/12/07)	Chapter 9 - Pay for Performance: The Evidence Chapter 10 - Pay for Performance Plans Chapter 11 - Performance Appraisals DUE – Research Paper #1 (An Expert’s Guide to Your Job and Career Field)
7 (2/19/07)	No class - University Holiday (Presidents’ Day)
8 (2/26/07)	Chapter 12 - The Benefits Determination Process Chapter 13 - Benefits Options
9 (3/5/07)	Chapter 14 - Compensation of Special Groups Chapter 15 - Union Role in Wage and Salary Administration Chapter 16 - International Pay Systems

10 Chapter 17 - The Government and Legal Issues in Compensation
(3/12/07) Chapter 18 - Budgets and Administration

Due – Research Paper #2 (Your Company’s Policy, Principles, and Practices for Base Pay and Employee Benefits)

RESEARCH PAPER:

A requirement of this course is the completion of two (2) research papers. These papers focus on your job and company, applying a “where the rubber meets the road” approach in linking what you are learning in this course and your job and company. Each paper should be 12 to 15 pages, and types and double-spaced, using a font size of no larger than 12.

Research Paper #1 – “An Expert’s Guide to Your Job and Career Field”

This paper is a micro-view of this course, Compensation Administration, and focuses on your own job. “An Expert’s Guide to Your Job and Career Field” will be developed drawn on current books, journals, articles, interviews with members of the professional group, and, most importantly, your experiences in your career.

Your research paper fills an important need for “insider” information about your job and career field, and will serve to integrate key components of compensation administration: job analysis, job description, job specification, market pay and compensation practices, merit and pay for performance, and employee benefits.

In developing your paper, please provide information that addresses most, if not all, of the following questions:

1. An overview of your job:
 - What is your job supposed to do? For example, purpose, goals, role in your organization, activities, authorities, relationships with others, etc.
 - What do you actually do?
 - What is a typical month like?
 - What duties and responsibilities do you do most often?
 - How much work do you do with people, numbers, and computers?
 - What knowledges, skills, and abilities do you use most often in your job?

2. Involvement in organizational policies and operations:
 - How does the job influence the development and direction of organizational policy and operations?
 - What are the sources of power and influence? Its limitations in playing policy roles and affecting operations?

3. Historical development:
 - How did your job, profession, or occupational field begin, evolve, and grow?
 - How has it changed over time in terms of size, function, purpose, etc.
4. Career opportunities:
 - What are the current job opportunities in the profession for college graduates?
 - What are the entry and mid-level jobs?
 - What are the top positions and how are they reached?
 - How do people get their jobs in this career?
 - What do most people have in common in your job or occupational field?
5. Ideal educational preparation:
 - What is the best training for the profession?
 - What types of schools should be attended?
 - What courses and degrees are needed?
 - Are advanced training, “in-service” training, special examinations, or memberships in professional associations required?
6. Continuing education:
 - What are the professional organizations/associations that foster the profession?
 - What services are offered by these organizations/associations? Annual conferences at national and/or regional level? Accreditation or certification programs? Research support in the field? Information clearing houses? Membership directories, periodic newsletters, or professional journals?
7. Compensation:
 - What does your job pay, and based on salary survey information you have conducted or collected, what is a competitive level of compensation for your job?
 - What is the salary or compensation potential for your job at your company, and is it competitive with the potential predicted by salary survey collection experts, such as the U.S. Department of Labor.
 - Do you receive merit or incentive pay? If so, how does the plan work?
8. Present and future prospects:
 - What are the present and future prospects for jobs in your occupational field?
 - What factors will influence its salary, its power, and its growth?

- Will your profession offer a good career in the future for college graduates?
9. Advice for others:
- What provides the greatest satisfaction in your job? Frustration?
 - What is the biggest misconception about your job or profession?
 - What would you have wanted to know or someone to tell you about this career?
 - What three pieces of advice or wisdom would you give someone thinking about this career?

Research Paper #2 – “Your Company’s Compensation Policy, Principles, and Practices for Base Pay and Employee Benefits?”

This paper is a macro-view of this course and focuses on your company’s compensation plan. “Your Company’s Compensation Policy, Principles, and Practices for Base Pay and Employee Benefits” requires you to tie together the essential knowledge you learned throughout this course and to fully recognize the critical impact employee compensation has on organization productivity. To develop and complete this research paper, you will need to gain a solid understanding of your company’s compensation plan for base pay.

A well- designed and properly implemented compensation program is a critical component of a company’s strategic plan to attract and retain qualified employees at all levels of responsibility that perform in a manner that permits the company to achieve its mission, objectives, and goals. To aid you with developing a research paper on your company’s compensation policy, principles, and practices for base pay, your paper should address most, if not all, of the following key areas:

1. Identify the compensation philosophy of top management.
2. Reflect your company’s purpose and business environment.
3. Define the role of base pay in total compensation; e.g., does it stand alone, or is it complemented by short- term incentives (e.g., pay differentials, bonuses, profit sharing) or long- term incentives (e.g., stock options).
4. Describe the method(s) used for establishing job worth; e.g., job analysis, job descriptions and specifications, and job evaluation.
5. Describe how your company addresses base pay levels and internal alignment of jobs.

6. Define your company's relevant labor market and the competitive pay posture relative to this market.
7. Describe your company's base pay structure design; e.g., a flat rate system, pay ranges, minimum and maximum levels of pay, etc.
8. Specify how performance is measured.
9. Relate pay to performance; i.e., adjustments of employee's base pay.
10. Describe the kinds of benefits and services your company offers its employees.
11. Describe how, and the extent of the content of, your company's compensation policy, principles, and practices are communicated to employees.

PLAGIARISM:

Academic dishonesty is the failure to maintain academic integrity. It includes both cheating and plagiarism. The term "cheating" is the act of obtaining or attempting to obtain, or helping in obtaining, credit for academic work through any dishonest, deceptive or fraudulent means. The term "plagiarism" is intentional or negligent presentation of another person's idea or product as one's own. More details regarding academic dishonesty can be found in the Golden Gate Catalogue which can be accessed via the www.ggu.edu website. Penalties for academic dishonesty of any type can result in being withdrawn from the course up to expulsion from the degree program.