

**INTER-AMERICAN UNIVERSITY OF PUERTO RICO
FACULTY OF ECONOMIC AND ADMINISTRATIVE SCIENCES
MANAGEMENT SCHOOL**

COURSE SYLLABUS

I. COURSE TITLE :	WAGES & SALARY MANAGEMENT
COURSE NUMBER :	BADM 4430
CREDITS :	THREE
ACADEMIC TERM :	
REQUIREMENT :	BADM 2250 & 3330
PROFESSOR :	R MORALES
OFFICE HOURS :	By previous arrangement
OFFICE TELEPHONE:	
E-MAIL :	rgmorales@hotmail.com

II. DESCRIPTION

Study of the components of wage systems within their federal and state legal frame. Emphasis on the analysis, description and evaluation of positions, wage and salary management, incentives, fringe benefits, and non-monetary compensation.

III. OBJECTIVES

- A. Understand the main macroeconomic compensation concepts such as pay, division of labor, monetary / non-monetary compensation, and the legal framework surrounding it.
- B. Understand the main microeconomic compensation concepts such as job analysis, job description, job evaluation, and pay structures.
- C. Understand the application of metrics for establishing pay structures, such as pay-for-performance & related incentives.
- D. Understand the concepts of "fairness", "effort" and "results" as key determinants in the compensation framework.
- E. Learn to apply critical thinking in the design and administration of a compensation system.

IV. COURSE CONTENTS

(Macroeconomic Compensation Concepts)

- A. Introduction: compensation in our present economy
 - i. Development of today's main economic systems
 - ii. History of compensation in business organizations
 - iii. Pay & social classes in a well-balanced economy
- B. The Reward System
 - i. Basics of a compensation system
 - ii. Non-monetary compensation

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- iii. Monetary compensation
- iv. Organizational structure & the division of labor

- C. Legal Aspects Related to Compensation
 - i. Wage & hour legislation
 - ii. Employee pension & welfare (Benefits)
 - iii. Social Security & Medicare
 - iv. Anti-discrimination in Employment
 - v. Other related laws

1st partial Exam

(Microeconomic Compensation Concepts)

- D. Job Description
 - i. What is it for (Purpose)
 - ii. Main elements of a job description
 - iii. Broad vs. narrow job descriptions
 - iv. Updates & Revisions

- E. Job Analysis
 - i. Preliminary considerations
 - ii. The planning process
 - iii. Collecting Data
 - iv. Reviewing & revising job facts
 - v. Other job analysis methodologies

- F. Job Evaluation
 - i. Job requirements & pay
 - ii. Job evaluation issues
 - iii. Main methods of job classification
 - iv. Job ranking
 - v. The Market pricing approach
 - vi. The use of compensable factors
 - vii. Point Factor methods
 - viii. Using FES to determine job worth

2nd partial Exam

- G. Designing a Base Pay Structure
 - i. Pay structure architecture
 - ii. Basic pay structures
 - iii. Pay sectors and the KSA

- H. Measuring & Paying for Performance
 - i. Application of motivational theories
 - ii. Merit pay
 - iii. The performance appraisal

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- I. Short & Long term Incentives
 - i. Premiums & differentials
 - ii. Individual-based bonuses & awards
 - iii. Deferred compensation plans

 - J. Benefits & Services
 - i. Benefits administration
 - ii. Costing of benefits & services
 - iii. Cafeteria plans

 - K. Pay Delivery
 - i. Tying it all together
 - ii. The budget process
 - iii. Administration of pay
- 3rd partial Exam

V. ACTIVITIES

1. Movies and Videos
2. Electronic Presentations
3. Case Analysis
4. Search in the internet

VI. EVALUATION

Points:

1. Three partial exams	100 / each
2. Class project (various phases)	75 / total
3. Training Presentation	25 / total
4. Class attendance & participation	<u>100</u>
Total grade:	500

The final grade will be the % from the total of the points obtained divided by 400 X 100. (90% to 100% = A, 80% to 89% = B, 70% to 79% = C, 60% to 69% = D, below 60% = F).

It is the student's responsibility to comply with class attendance and projects. Please notify the instructor beforehand of any attendance issues. There will be a grade penalty for late work: 5 points off for each class-day that goes by beyond the due date. There will be no exam make-ups unless the absence was due to a major emergency (bereavement, major medical, etc.). Any class make-up (due to holidays, weather, etc.) will be pre-arranged between the instructor & the students (if consensus not reached, then by simple majority).

VII. SPECIAL NOTES**A. Special Accommodations**

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor _____, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro's Student Center.

B. Plagiarism

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance are unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as established in Chapter V, Article 1, Section B.2 of the Student's Rules and Regulations handbook.

<http://documentos.inter.edu/docs/index.php?article=77>

Inter American University has very strict regulations regarding plagiarism (using the ideas or words of others without giving proper credit), so it is important that you specifically read Chapter 5, Article 1, Section B.2c of the Student' Rules and Regulations Handbook. This section clearly explains what plagiarism is. In addition, it explains the types of sanctions students are exposed to when they commit it.

C. Use of Electronic Devices

Cellular (mobile) telephones and any other electronic device that could interrupt the teaching-learning process or disrupt a milieu favorable for academic excellence will be deactivated. Critical situations will be dealt with in an appropriate manner. The use of electronic devices that permit the accessing, storing or sending of data during tests or examinations is prohibited.

VIII. TEXT BOOK & RESOURCES**1. Text:**

1. Martocchio, Joseph J. (2014). **Strategic Compensation: A Human Resource Management Approach** (8th edition). New Jersey: Prentice Hall. (ISBN-10: 0133457109)
2. Milkovich, George; Newman, Jerry; Gerhart, Barry. (2013). **Compensation**. (11th edition). New York, NY: McGraw-Hill. (ISBN-10: 007802949X)
3. Berger, Lance A.; Berger, Dorothy R. (2015). **The Compensation Handbook**. (6th edition). New York, NY: McGraw-Hill. (ISBN-10: 0071836993)
4. Martocchio, Joseph. (2013) **Employee Benefits: A Primer for Human Resource Professionals**. (5th ed.) NY: McGraw-Hill. (ISBN-10: 0078029481)

5. Ellig, Bruce. (2014). **The Complete Guide to Executive Compensation.** (3er ed.) NY: McGraw-Hill. (ISBN-10: 0071806318)

IX. REFERENCES

6. U.S. Department of Labor: <http://www.dol.gov>
7. EEOC: <http://www.eeoc.gov>
12. Handout notes from the instructor.
13. Newspapers, Business/Technical Magazines, & Internet articles.
14. Additional bibliography to be used as needed.

REVISED 1/2016