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| 1. Course code:
 | MGT 680 | 1. Course title:
 | Compensation and Performance Management |
| 1. College: College of Business Administration
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| 1. Department: Management & Marketing
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| 1. Program: MSc in HRM
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| 1. Course credits: 3-credit hour
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| 1. Course NQF Level: 9
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| 1. NQF Credits: TBA
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| 1. Prerequisite: No Prerequisites
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| 1. Lectures Timing & Location: Online – Monday – 6.00 pm to 9.00 pm
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| 1. Course web page: Blackboard
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| 1. Course Instructor: Dr. Shaju George
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| 1. Office Hours and Location: TBA
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| 1. Course coordinator: Dr. Shaju George
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| 1. Academic year: 2020-2021
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| 1. Semester:
 |  | **First** | X | **Second** |  | **Summer** |
| 1. Textbook(s):

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| S.No | Title of the Book | Authors | ISBN | Publisher  |
| 1 | Strategic Compensation: A Human Resource Management Approach, Global Edition, 8/E | Joseph J Martocchio | 9781292058863 | Pearson |

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| 1. References from the Library (<http://www.ac-knowledge.net/uobv3/>):

• George T Milkovich & Jerry M Newman, Compensation - Ninth Edition, McGraw Hill.• Performance Management,A.S. Kohli & Tapomoy Deb, Oxford University Press• Gary Dessler, Human Resource ,Management, Pearson• Jeffrey A Mello, Strategic Management of Human Resources, Cengage  • H John Bernardin, Human Resource Management An Experimental Approach, McGraw |
| 1. Other learning resources used (e.g. e-Learning, field visits, periodicals, software, etc.):

JournalsCompensation & Benefits Review: SAGE JournalsEmployee Benefit PlanHR MagazinePeople Management.Academy of Management Journal Academy of Management Review Administrative Science Quarterly Journal of Business VenturingJournal of International Business Studies Journal of Management Management Science Organization Science RAND Journal of EconomicsStrategic Management Journal |
| 1. Course description (as per the published):

Introduction to the field of compensation management within the wider perspective of human resource management. It provides students with an understanding of the reward management process which includes pay survey, job evaluation, and the design of pay structure. Students will be aware of the problems related to performance management system and be able to give suggestions for improvement. |
| 1. Course Intended Learning Outcomes (CILOs):
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| CILOs | *Mapping to PILOs* |
| Learning goals  | A. Knowledge | B. Communication | C. Responsibility | D. Research |
| Learning objectives | A1. Knowledge | A2. Current issues | B1. Writing communication | B2. Oral communication | C1. Research ethics | C2. Global impact | D1. Critical analysis | D2. Research practice |
| 1. Demonstrate understanding of basic compensation concepts / Systems and the context of compensation practice |  |  |  |  |  |  |  |  |
| 2. Analyze factors that influence Organization’s competitive strategies and compensation practices considering ethical and global perspectives.  |  |  |  |  |  |  |  |  |
| 3. Evaluate the role of performance management and the merit pay process. |  |  |  |  |  |  |  |  |
| 4. Analyze Traditional Bases for Pay: Seniority and Merit, with special reference to Performance Appraisal Plans. |  |  |  |  |  |  |  |  |
| 5 Develop the basic competencies required for the development and management of compensation systems. |  |  |  |  |  |  |  |  |

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| 1. Course assessment:
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| *Assessment Type* | *Details/ Explanation of Assessment in relation to CILOs* | *Number* | *Weight* | *Date(s)* |
| Research Assessment | Group Research AssignmentCILOs – 1 & 2 | 1 | 15 % | TBA |
| Engagement Activities  | Short Case Studies, Videos & DiscussionCILOs – 2 & 3 | 4 to 6 | 15 % | Continuously in each Live Lecture |
| Practical |  |  |  % |  |
| Case Studies | Case Study Analysis & Student PresentationsCILOs – 3 & 4 | 1 | 10 % | TBA |
| Research Projects | Group Research Based Project & Student PresentationsCILOs – 4 & 5 | 1 | 20 % | TBA |
| Final Examination(Respondus) | Chapters – 3,4,5 & 6CILOs – 2,3 & 4 | 1 | 40% | 29th May 2021 – 5.00 pm to 8.00 pm |
| Total |  |  | 100% |  |

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| 1. Description of Topics Covered
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| *Topic Title* *(e.g. chapter/experiment title)* | *Description* |
| Chap 1: Strategic Compensation: A Component of Human Resource Systems | What Is Compensation?, 5 Core Job Dimensions, Elements of Core Compensation |
| Chap 2: Contextual Influences on Compensation Practice | Employment Legislations, Government Makeup |
| Chap 3: Traditional Bases for Pay: Seniority and Merit | Collective Bargaining, Seniority Pay, Merit Pay Plans, Performance Appraisal Plans, Performance Appraisal Practices, Common Raters’ Errors |
| Chap 4: Incentive Pay | Incentive Pay Categories, Individual IncentivePerformance Measures, Group Incentive Performance Measures, Company-WidePerformance Measures, Types of Individual  Incentive Plans |
| Chap 5: Person-Focused Pay | Competency-Based Pay Programs, Job-Based Pay, Job Characteristics Theory. |
| Chap 6: Building Internally Consistent Compensation Systems | Internal Consistency, Job Structure Processes |
| Chap 7: Building Market-Competitive Compensation Systems | Excessive Pay Levels, Market Competitive Pay Systems, External Market Factors, Competitors’ Pay Practices |
| Chapter 8: Building Pay Structures That Recognize Employee Contributions | Constructing a Pay Structure, Common Pay Structures, Exempt and Nonexempt Pay Structures, Pay Grades, Merit Pay Systems, Salary-Plus-Commission Plans, Broadbanding |

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| 1. Weekly Schedule
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| *Week* | *Date* | *Topics covered* | *CILOs* | *Teaching Method* | *Assessment* |
| *1* |  | Chap 1: Strategic Compensation: A Component of Human Resource Systems | 1,2 | *Lectures & Discussion* | *Group Research Assignment* |
| *2* |  | Chap 1: Strategic Compensation: A Component of Human Resource Systems | 1,2 | *Lectures & Discussion* | *Group Research Assignment* |
| *3* |  | Chap 2: Contextual Influences on Compensation Practice | 2 | *Lecture & Video* | *Video & Discussion* |
| *4* |  | Chap 2: Contextual Influences on Compensation Practice | *2* | *Lecture & Video* | *Video & Discussion* |
| *5* |  | Chap 3: Traditional Bases for Pay: Seniority and Merit | 3 | *Lecture & Video* | *Video & Discussion* |
| *6* |  | Chap 3: Traditional Bases for Pay: Seniority and Merit | *3* | *Case Study Discussion & Lecture*  | *Short Case Study & Discussion* |
| *7* |  | Chap 4: Incentive Pay | 4 | *Lecture & Case Study Discussion* | *Case Study Analysis / Final Exam* |
| *8* |  | Chap 4: Incentive Pay | *4* | *Lecture & Case Study Discussion* | *Case Study Analysis / Final Exam* |
| *9* |  | **Mid Semester Break 4th April to 8th April 2021** |  |  |  |
| *10* |  | Chap 5: Person-Focused Pay | *3 & 4* | *Lecture & Discussion* | *Case Study Analysis & Student Presentations / Final Exam* |
| *11* |  | Chap 6: Building Internally Consistent Compensation Systems | *1 & 4* | *Lecture & Video* | *Final Exam* |
| *12* |  | Chap 7: Building Market-Competitive Compensation Systems | *2 & 3* | *Lecture & Discussion* | *Group Research Based Project* |
| *13* |  | Chapter 8: Building Pay Structures That Recognize Employee Contributions | *4 & 5* | *Lecture & Discussion* | *Group Research Based Project* |
| *14* |  | Project - Student Presentations | *4 & 5* | *Peer Learning* | *Student Presentations* |
| *15* |  | Case Study Analysis –Student Presentations | *3 & 4* | *Peer Learning* | *Student Presentations* |
| *16* |  | Revision | *1* | *Discussion* | *Final Exam* |