

**UNIVERSITY of NORTH TEXAS COLLEGE OF BUSINESS**  
**MGMT 5890 – Compensation and Motivation Theory**  
**Spring 2023**

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**Office Location:** BLB 331B Business Leadership Building, Denton campus

**Office Phone:** 940-369-7740

**Class Setting:** Online, Asynchronous.

**Office Hours:** Wednesdays: 11:00AM-1:00 PM (CST) are allocated for virtual office hours. You can reach out to me directly to schedule an appointment during office hours as an individual or in a group. Appointments can be scheduled as needed outside of office hours to accommodate varying schedules. To schedule an appointment, please email me directly at the e-mail address listed above (do not use the messaging tool inside our course).

This syllabus contains sections as follows:

- I. Course Overview, including description of Required Materials, Course Description & Objectives, Expectations, Evaluation and Grading, and Course Policies
- II. Course Schedule

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### **Course Overview**

**REQUIRED TEXT:** **Compensation**, 13th edition, by Barry Gerhart & Jerry M. Newman, McGraw Hill Education. 2020.

#### **INTRODUCTION:**

**MGMT 5890: Compensation and Motivation Theory.** 3 hours. This interdisciplinary seminar is designed to study the theories, practices and techniques involved in developing and implementing total compensation programs for public and private organizations. The relationship of motivation theory to compensation theory is emphasized in an effort to develop the optimum package for employee productivity and satisfaction and organizational costs. Topics included are compensation theory, conceptual framework for job satisfaction, job design, relationship of incentive compensation packages and international compensation.

**Prerequisites:** Good standing for taking the graduate level management course. Consult your College of Business advisor if you are unsure.

#### **POINT DISTRIBUTION**

3 Exams	45% (15% each; makeup is comprehensive 4 <sup>th</sup> exam)
Contemporary Issues Project	25% (grade outlined below)
Topic Chosen	2%
List of Sources/Readings	3%
Outline Submitted	5%
Full Presentation	15%
Discussion of Presentation	5%
1 Scholarly article	10%
1 Case study	10%
1 Case Peer Feedback	5%
<b>TOTAL</b>	<b>100%</b>

## GRADING SCALE

A = 90-100% of total points. Exceptional work.

B = 80-89% of total points. Above average work.

C = 70-79% of total points. Average work.

D = 60-69% of total points. Below average, needs work.

F = Less than 60% of total points. Subpar effort, does not meet basic expectations.

### **3 Exams (45%; 15% each; makeup for missed exam is a comprehensive 4<sup>th</sup> exam)**

*Exam Makeup Policy.* Three exams (details below) will be given throughout the course to assess knowledge on topics covered in the book. **A make-up for one missed exam will be a comprehensive 4<sup>th</sup> exam. Only one missed exam can be made up and no other makeups will be given for any reason.**

*Respondus.* Exams will require the use of Respondus Lockdown Browser.

*Questions.* The three exams are “knowledge-acquisition-application” oriented. They are designed to “quickly” test your knowledge of compensation and motivation concepts and theories, certain key business concepts, or analytical tools. In addition to the materials covered in the book, the exams may also ask questions about the videos presented in the modules covered, as well as the required scholarly readings. Each exam will be 30 multiple-choice items. You will have 45 minutes to take these exams, so be prepared with good notes. **The questions will be presented randomly and linearly, meaning that you may not go back to previous questions.** The objective of the exams is to ensure that all students “are on board” and are “staying up-to-date” with the instructor and the rest of the class.

*Format.* All exams will be administered on-line (timed) in multiple-choice format. In addition, the exams will open on Thursday mornings at 12:01am and remain open until Sunday at 11:59 PM (CST). You will have one attempt at the exam. **Broadband connections are better suited for the exams.** If you get knocked off of a exam, which usually occurs due to internet connectivity issues, the timer will continue to run, but you may continue forward from where you were once the issue is resolved, given that there is time remaining. **Disable Pop-Up blocker software for the exam.**

*Technical Difficulties.* Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and will advise me of the outcome (your ISP, our ISP, Canvas Learning System, student unplugged the phone line, etc.). I will make a determination to allow you to continue or not based on that advice, University policy, applicable law, and my past practice.

### **CONTEMPORARY ISSUES PROJECT (25%)**

Students will be responsible for developing a virtual presentation to the class. These projects will cover a contemporary issue in compensation and benefits administration. The project may define the issue, analyze the issue using course theories, examine why it is important to employees and organizations, explore trends and possible future developments related to the issue, explore problems that face managers regarding that issue, alternative solutions to those problems and likely outcomes of those solutions, examine recent court cases or legislation and their implications for the topic (if applicable), or provide other types of analyses of the issue. You will be graded on the organization and clarity of your presentation, your analytical thinking, and the content and the depth of your research.

A list of suggested topics can be found below. **These are only suggestions. You are free to choose a topic not on this list.**

*Possible Topics:*

Compensation in the time of COVID-19  
Bonus Structures  
Health Care Cost Containment Strategies  
Executive Compensation  
Current Trends in the Labor Market Affecting Compensation  
Trends in the Use of Information Systems in Compensation and Benefits Administration  
Trends in the Use of Incentive Plans in Organizations  
Contemporary Issues in the American Labor Movement and Relation to Compensation  
Issues in International Compensation  
Employee Sponsored Child Care Programs  
Wellness Programs in Organizations  
Designing an Effective Performance Appraisal System  
Trends in Person Based Pay  
Trends in Pay Discrimination

**These presentations should be composed and recorded** in PowerPoint, with slides that highlight the main points of your topic. **The notes section below each slide will elaborate on the content of the slide. The notes section is in addition to the recorded presentation** and should reflect what would be said in a live presentation to the class.

Presentations should consist of about 11-13 slides. The last slide should include your references for the presentation. Instructions for completing this assignment will be found by clicking on Assignments and then selecting “Contemporary Issues Project” on the course home page.

### **DISCUSSION OF PRESENTATIONS (5%)**

You are required to submit a discussion posting on the presentations of two of your classmates. These discussion postings should address your thoughts or questions about the issue they address in their presentation. Each posting will be graded for quality and analytical thinking. Each posting is worth 2.5 points.

ALL ASSIGNMENTS should be submitted using the assigned submission procedure (i.e. Assignments Tool, Presentation Tool, Discussion Forum etc.). Students are responsible for using the correct submission tool.

### **CASE ANALYSIS (10%)**

A case analysis will be assigned during the semester. You will read the assigned case in the book and respond, in detail with appropriate citations (APA style) and support for your responses, to the associated discussion questions. This is a brief assignment (2-3 pages, double spaced, Times New Roman, 12 point font, with 1” margins) that comprise 10% of your total grade and are important for understanding application of strategic compensation strategies and the elements affecting pay decisions. Grading for these assignments is detailed in a rubric in Canvas and will take into consideration not only the direct answers to the questions at the end of each case, but the detail with which you include the information covered in the book (e.g., concepts, theories, etc.), as well as the inclusion of information found (and properly cited) beyond the book is imperative in achieving a good score. **Late assignments will not be accepted under any circumstances.**

## **2 CASE ANALYSIS PEER REVIEWS (5%; 2.5% each)**

For the case analysis assigned during the semester, each student will be randomly assigned 2 case analyses to review. The assignment of case analysis peer reviews will be made at noon the day after the due date of the assignment. The rubric for grading is available via Canvas. Providing a numeric grade is not enough—thoughtful feedback of at least one paragraph for each case analysis is required to achieve a grade. Due dates are available in the course schedule. **Late assignments will not be accepted under any circumstances.**

## **ARTICLE SUMMARY (10%)**

This assignment asks you to **find one scholarly article that is relevant to our class materials.** To locate an academic and peer-reviewed article relevant to our class, you may use Google Scholar, the UNT library systems, or any alternative method that provides access to academic and peer-reviewed journal articles. **If you are confused on what constitutes a peer-reviewed journal, see the following website: <https://guides.lib.jjay.cuny.edu/c.php?g=288333&p=1922599>**

Once you have located your academic peer-reviewed article:

- Step 1. Provide a citation of the article in APA format
- Step 2. Write three paragraphs summarizing the primary argument/lesson of the article and any supporting evidence (300-350 words)
- Step 3. Write another three paragraphs explaining how the arguments/lessons affect you as a working professional (300-350 words)

Submit your summary document via Canvas before midnight (CT) on the designated date. Absolutely no article summaries will be accepted late given that you can complete this assignment as early as the first week of classes.

## **IMPORTANT INSTRUCTIONS for both case analysis and article summary:**

- You must write in full and complete sentences. Failure to do so will result in an automatic loss of 2 points.
- Everything must be written in your own words. Failure to do so will result in an automatic 0 and an academic integrity violation.
- You may only use one direct quote. Everything else must be provided in your own words. Failure to do so will result in an automatic loss of 2 points.
- When writing your summary do not include the assignment instructions or questions, as your Turnitin plagiarism report will exceed the allowed limit. Failure to do so will result in an automatic loss of 2 points.

## **Canvas Learning System Grades:**

Grades posted in Canvas Learning System are **unofficial**. The instructor will keep official grades (in spreadsheet form) in a secure location. This is to protect against hacking of the Canvas Learning System and destruction of grade reports. Official grades and Canvas Learning System grades should be equivalent (match). Please contact your instructor to discuss discrepancies. Check your grades regularly.

Exam scores will be released after all students have completed the exam and I have reviewed them. This is done to assess the reliability and validity of the exam and ensure that all students had the opportunity to earn the grade they deserved based upon their effort and preparation. However, if you believe there is an error in your reported exam grade, do not hesitate to contact me

**USE OF PERSONAL COMPUTERS:**

The student assumes ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections. ISP issues will be dealt with on an individual basis and will require documentation. If this is your first time using UNT's Canvas system, please make sure you run the compatibility software. You may find this website useful if you are having any system related difficulties. <http://www.unt.edu/helpdesk/bblearn/> **Please disable pop-up blocker software.**

**ACADEMIC INTEGRITY**

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University.

**ADA COMPLIANCE STUDENTS WITH DISABILITIES:**

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website at [disability.unt.edu](http://disability.unt.edu).

## **PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION (POLICY 16.004):**

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

## **EMERGENCY NOTIFICATION & PROCEDURES:**

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

## **SPECIAL NOTE ABOUT Canvas Learning System®:**

Canvas Learning System is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Canvas Learning System® complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and using assistive technologies, such as screen readers, to fully use the software. Canvas Learning System has worked with the Adaptive Technology Resource Centre (ATRC) at the University of Toronto on compliance requirements. Canvas Learning System® enables faculty or course designers with disabilities to use assistive technologies with Canvas Learning System in their course creation and delivery.

## **RETENTION OF STUDENT RECORDS:**

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

## **ACCEPTABLE STUDENT BEHAVIOR:**

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. Visit UNT's [Code of Student Conduct](https://deanofstudents.unt.edu/conduct) (<https://deanofstudents.unt.edu/conduct>) to learn more.

## **ACCESS TO INFORMATION - EAGLE CONNECT**

Students' access point for business and academic services at UNT is located at: [my.unt.edu](https://my.unt.edu). All official communication from the University will be delivered to a student's Eagle Connect account.

For more information, please visit the website that explains Eagle Connect and how to forward e-mail Eagle Connect (<https://it.unt.edu/eagleconnect>).

### **STUDENT EVALUATION ADMINISTRATION DATES:**

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during week 7 of the 8w2 spring semester to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" ([no-reply@iasystem.org](mailto:no-reply@iasystem.org)) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website (<http://spot.unt.edu/>) or email [spot@unt.edu](mailto:spot@unt.edu).

### **SEXUAL ASSAULT PREVENTION:**

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at [SurvivorAdvocate@unt.edu](mailto:SurvivorAdvocate@unt.edu) or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at [oeo@unt.edu](mailto:oeo@unt.edu) or at (940) 565 2759.

### **IMPORTANT NOTICE FOR F-1 STUDENTS TAKING DISTANCE EDUCATION COURSES:**

#### **Federal Regulation**

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

## University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email [internationaladvising@unt.edu](mailto:internationaladvising@unt.edu)) to get clarification before the one-week deadline.

### Student Verification

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses (<https://policy.unt.edu/policy/07-002>).

### Use of Student Work

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission.

Download the UNT System Permission, Waiver and Release Form

## Transmission and Recording of Student Images in Electronically-Delivered Courses



1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.
2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

Example: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future course offerings.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

### **HELPFUL TIPS** **BE ORGANIZED**

You have a limited time to complete the exam. They are open book, open note, however the time constraint makes it difficult to leaf through your notes and the book chapters. Those with the most success on exams utilize an organized, compiled, and condensed set of notes.

### **BE CAREFUL**

It is imperative to be careful when reading questions, reading answers, selecting answers, saving questions, and submitting a exam. INET exams are different than paper & pencil exams in class. Watch your elapsed time clock to make sure to use the time wisely. Do not wait until the last minute to access the exam because your clock may differ from Canvas Learn. If you miss an exam due to illness, family issues, system breakdown, and similar actions please keep in mind that I drop the lowest exams in order to accommodate such situations.

### **INDIVIDUAL TEST PREPARATION**

Read the chapters, highlight the chapters, make chapter notes, study the chapter PowerPoints (verbal plus visual study is the best combination).

### **COMMUNICATION**

Direct e-mail ([artemis.boulamatsi@unt.edu](mailto:artemis.boulamatsi@unt.edu)) is the quickest and preferred method to contact me. Please communicate concerns and questions to the professor as they arise. Communication should be professional.

## II. Course Schedule

Week	Dates	Topic/Readings	Assignments Due*	Due Date
1	3/20 - 3/26	Chapter 1: The Pay Model Chapter 2: Strategy: The Totality of Decisions	1. Read Syllabus and acquire textbook. 2. Introductions 3. Business Ethics Acknowledgement 4. Contemporary Issues Project -Topic Due (2%)	Sunday 3/26
2	3/27 - 4/2	Chapter 3: Defining Internal Alignment Chapter 4: Job Analysis  Case Analysis: Your Turn, So You Want to Lead an Orchestra!	1. Case 1 (10%) 2. Contemporary Issues Project -List of Sources& Readings (3%)	Sunday 4/2
3	4/3 - 4/9	Chapter 5: Job-based Structures and Job Evaluation	1. Exam 1 (Chs. 1, 2, 3, 4, 5) (15%) 2. Case Analysis Peer Feedback (5%)	Sunday 4/9
4	4/10 - 4/16	Chapter 6: Person-Based Structures Chapter 7: Defining Competitiveness	1. Scholarly Article (10%) 2. Contemporary Issues Project -Presentation Outline Due (5%)	Sunday 4/16
5	4/17 - 4/23	Chapter 8: Designing Pay Levels, Mix, & Pay Structures Chapter 9: Pay-for-Performance: Theory & Evidence	1. Exam 2 (Chs. 6, 7, 8, 9) (15%)	Sunday 4/23
6	4/24 - 4/30	Chapter 10: Pay-for-Performance: Types of Plans Chapter 11: Performance Appraisals	1. Contemporary Issues Project-Presentations Due (15%)	Sunday 4/30
7	5/1 - 5/7	Chapter 12: The Benefit Determination Process Chapter 13: Legally Required Benefits	1. Exam 3 (Chs. 10, 11, 12, 13) (15%) 2. Discussion of Presentations (5%)	Sunday 5/7
8	5/12		1. OPTIONAL Comprehensive Make-up Exam (15%)	Friday 5/12