Compensation and Appraisal Systems
MGMT 4335
Fall 2016

Instructor: Dr. Robert Allen
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Telephone: #61-825-3416 (office) 361-443-0695 (cell)
Office hours: Tues/Thurs 1:00 p.m. to 3:00 p.m.
or by Bb Messages whenever you need help. In the recent past, I have had problems with
student emails ending up in my junk mail. Use of Bb Messages alleviates this problem.

Prerequisites:

MGMT 3320 or permission of the instructor if taken as an elective, and Junior standing or above.

Course Description:

In well-managed organizations, the human resource management function is designed to perform the
activities needed to implement the overall strategy of the organization. There are three general
organizational strategies: low-cost, differentiation, and focused (low-cost or differentiation). The HR
needs of organizations adopting the various overall strategies vary quite dramatically. Companies that
adopt a low-cost strategy (and therefore low prices) such as Walmart need to have an HR function that
allows it to pay relatively low wages with limited employee benefits in order to minimize the cost of
doing business. In companies with a low-wage strategy, the emphasis is on recruiting lots of workers,
quickly training them to perform basic functions, and then compensating them with a relatively low cost
wage and benefit package. With such an approach, companies commonly adopt a strategy that keeps
costs, and therefore, prices as low as possible. Through low prices, the firms develop a competitive
advantage that allows them to survive and thrive. A company like Google follows a differentiation
strategy. It competes in the marketplace by being very innovative. By being consistently more
innovative than other businesses in their industry, companies like Google can offer products and
services that better meet their customers’ needs than the competition. The HR function in such an
organization is very different than in a low-cost strategy firm. Companies like Google emphasize
recruiting and selecting the “best and the brightest” employees and then compensating them lavishly in
order to motivate them to do their best work and to encourage them to stay with the firm. Through the
development of a distinctly effective workforce, companies like Google can continue to develop
products and services that the competition finds difficult to mimic. These examples indicate that HR has
a strategic role to play in the organization, and by doing so, the HR function contributes to and
reinforces the strategic direction and success of the organization. In order to maintain organizational
effectiveness, HR has to develop the policies and procedures that are necessary to attract, retain and
motivate the type of work force necessary to implement the organization’s chosen strategy.

The strategic role of the HR function requires each major HR activity to be developed in ways that
facilitate the effective implementation of the organization’s overall strategy. HR activities include
staffing, equal employment opportunity (EEO) and diversity, talent management and development
(training), risk management and worker protection (e.g., dealing with workplace aggression issues),
employee and labor relations, and last but not least, will total rewards. Total rewards refer to the pay, incentives and benefits provided to employees. Every organization needs to develop a compensation program that encourages the behaviors needed to effectively implement the organization’s overall strategy. This is the focus of MGMT 4335.

MGMT 4335, Compensation and Appraisal Systems, is designed to introduce you to the design and implementation of effective total rewards programs. Through such efforts an organization’s compensation system can be linked to its overall strategy. After a general introduction, the focus of MGMT 4335 will be on an examination of the requirements of an effective compensation system designed to match the rewards of the job with an employee’s motivation to work. Compensation systems also try to match the total rewards from a job with the factors motivating employees to work. Through the staffing function, organizations try to match the skills, knowledge, abilities and other factors (KSAOs) of employees with job requirements. If this dual matching process (motivation/rewards and ability/job requirements) is handled effectively, then the compensation system should contribute to organizational effectiveness. At the same time, the compensation system should also comply with all appropriate laws and regulations, be cost effective, and provide internal, external and individual pay equity or fairness to employees. A well-designed compensation system should also enhance organizational performance and help ensure proper recognition for employees who perform effectively. Job analysis, job based and person based compensation plans, the use of incentives, performance appraisal and benefit programs will be examined and integrated in ways that will contribute to the design of an overall compensation plan that motivates the types of employee behavior needed for organizational success.

Learning Objectives:

After completing this course students should be able to:

- Explain the policies, techniques and objectives that are essential to the management of compensation programs and performance appraisal systems.
- Describe how compensation decisions relate to organizational strategy.
- Discuss internal alignment and external competitive factors involving compensation.
- Illustrate the ethical concerns and responsibilities relating to compensation.
- Demonstrate the processes and dynamics involved in determining compensation structures.
- Identify and discuss the governmental and legal issues impacting compensation appraisal systems.
- Recognize the role of employee benefits in compensation.

Course Requirements

Your grade in MGMT 4335 will be determined by your performance on the following assignments:

Exams: 200 points (Midterm and final exams each worth 100 points each)

**Homework:** 419 points (Learnsmart learning modules and homework questions)

Discussions: 400 points (Four discussions worth 100 points each)
Written assignments: 300 points

Total Points: 1319

Grading:

When determining final grades, the following point totals will be needed:

- A 1187 – 1319 points
- B 1055 – 1186 points
- C 840 – 1054 points
- D 923 – 839 points
- F below - 923 points

Required Materials:

- The Connect+ supplement is required and access comes packaged with the text. This is a direct link for immediate access - [http://shop.mcgraw-hill.com/mhshop/store/TAMUCC](http://shop.mcgraw-hill.com/mhshop/store/TAMUCC)

Websites Used:

- Blackboard [https://bb9.tamucc.edu/](https://bb9.tamucc.edu/) and

Allen’s Educational Philosophy

When approaching MGMT 4335, I assume that I am educating future HR managers. When serving as HR managers, you have to be prepared to compete effectively with the “best and the brightest” people within your organization. My job is to prepare you for this competition, and by doing so, contribute to your success in life and as managers.

My intention is to offer you a rigorous course through which you will acquire the subject matter knowledge concerning the design of compensation and employee appraisal systems. Basic knowledge transfer will take place by reading assignments from the text book, lecture notes available for each chapter of the text book, and power points presentations available for each chapter you are assigned to read. This information will be reinforced with Learnsmart assignments. My intention is to create a course that rewards students who read the assigned material, develop an understanding of it, and then demonstrate their mastery of the material through their performance on the exams, homework (Learnsmart), written assignments, and discussions. The work you will do this semester will be handled individually. By taking this course, you will be exposed to the up-to-date relevant information needed to effectively perform compensation related functions when serving as a HR manager.
However, becoming an effective HR manager involves more than acquiring knowledge. It also involves the acquisition of attitudes and skill sets needed to effectively perform the wide range of tasks performed by managers in contemporary organizations. Although having a strong knowledge base is essential to managerial success, it is not enough. You also have to have good problem solving skills, communications skills, a dedication to high quality work, and the ability to think critically. Therefore, it is part of my responsibility to provide you opportunities to develop these necessary skills.

We have a shared interest. Both you and I want you to leave this class better prepared for life, in general, and career success, in particular. I will be thorough in my review of your work and objective in its evaluation. I will be available to you by telephone or by the use of Bb Messages. I am well prepared to teach this class and have designed a course in which each component has sound educational value. I will not waste any of your time. I am committed to work hard to ensure that the objectives of the class are met.

As you well know, it takes more than a good professor to have a good class. The commitment of students to the course’s success is also necessary. Just like you have expectations of me, I have expectations of you. I expect you to check into the class’ Blackboard website on a daily basis. While there, make sure you read the class announcements. You are responsible for everything that I communicate so keep in close touch with the class. I expect you to complete all of the assigned readings in a timely manner. I expect you to be rigorous in your work and thorough when completing class assignments. I expect you to pay close attention to the syllabus so that you can keep track of when assignments must be submitted. I am a stickler when it comes to meeting deadlines. Poor time management is the factor that contributes the most to on-line students failing to be successful. Late posts to discussions will receive no credit. Exams, discussions, written assignments, and Learnsmart learning modules receive no credit if submitted after the deadlines for the assignments. Any exceptions to this general rule will require a university excuse available through the Dean of Students office.

A busy schedule and time conflicts are not justifications for missing deadlines. They are incentives to start your work early so that deadlines can always be met. I expect you to think ahead, plan accordingly, and get started early on assignments. I expect you to be respectful of both your classmates and me. Most of all, I expect you to THINK. Think about the meaning of the readings. Think about assignments and the learning that they have been designed to encourage. Think about what you need to do in order to take full advantage of your college experience. Think about what it means to be a successful manager. You can’t take this class on autopilot. To be successful, you need to be fully engaged in the learning process. It is your responsibility to help make this class one of the best in your college experience. Education is not a spectator sport.

If you have any questions or concerns, do not hesitate to contact me. Bb Messages can be found within the Blackboard class website and using it is the best way to communicate with me electronically. I check on my on-line classes every couple of hours during the day. I will respond to you as quickly as possible. I am a "morning person" so I usual check my e-mail for the first time no later than about 6:00 a.m. However, don't expect a prompt response if you contact me after about 9:00 p.m. (Central time). I will get back with you the following morning. If you try to contact me by telephone and I do not answer,
just leave a message that includes your name and phone number. Make sure you speak slowly so that your message can be understood.

If you live up to your responsibilities and I live up to mine, we should have a great semester.

Course Policies

Course credit will be earned based on your performance on the following four types of assignments:

Exams – Essay exams will be used in this class. There will be two of them: a midterm in Week 7 and a final exam during the final exam period in December. Each exam will be worth a maximum of 100 points. The exams will be comprised of four questions randomly selected from a large item pool of questions. To facilitate your preparation for these exams, you will be provided with item pool questions each week covering the week’s topics of concern. You are encouraged to answer these questions each week so that you will not be overwhelmed during the week set aside for the exam. You will be provided 60 minutes in which to complete the exams. That is not enough time to develop the thorough, thoughtful answers that are required to perform well on this style of exam. Because you have the exam questions in advance of the test, very demanding standards are applied when your work is evaluated. By answering the questions as they are assigned, you will be able to simply cut and paste them into your exams. Learning takes place when you write your answers to the questions, not when you take the tests. Everyone should do well on this type of exam given that you will be provided the exam questions before you take the tests. However, you highly encouraged to answer the questions before you open the exam. Test dates will be posted in the Course Content part of the class web site. They are also listed in the course schedule that has been included in the class syllabus. Exams will be open for one week. Exams will be automatically submitted when the deadline is reached so make sure you start your exams at least one hour before the deadline if you think you need a full 60 minutes in which to complete the test. Exams submitted after their established deadlines will receive no credit. There will be no sharing of answers. Evidence of collaboration will be considered academic dishonesty and will be treated accordingly, i.e., a zero on the assignment the first time plagiarism is established and a F in the course for a second offense. To check on collaboration, I will submit the exams to SafeAssign for review.

LearnSmart/Connect Homework – This portion of the grade will include LearnSmart modules assigned for each chapter that is assigned for you to read. The purpose of these assignments is to enhance student comprehension of major concepts included in the reading material. Homework for each chapter will be available in the Connect course supplement and/or Blackboard. It is your responsibility to keep track of homework and submit it on time. Although it is possible for students to discuss the homework, all submitted assignments should be exclusively the work of the submitting student. Keep in mind that assignments submitted after their established deadlines receive no credit.

Discussions – There will four discussions this semester, each worth a maximum of 100 points. Three of the discussions will take place over a two week period. In the remaining discussion, all of your required posts will be conducted during a single one week. Discussions are designed to be rigorous assignments that will require you to put in an appreciable amount of time before you can make your posts. It is important that you keep track of the deadlines associated with these assignments. In the three discussions scheduled for two weeks, you will need to complete the assigned reading as well as make an initial post to the discussion before the end of the first week. The one discussion that runs for
one week will require all three required posts to be made by the end of the week. Initial posts are research-based assignments that require adherence to APA referencing requirements. Given that you will not be required to do case analyses or research papers this semester, the discussions, as well as the written assignments, are intended to take the place of such larger research-based assignments. Therefore, they are demanding in their requirements and will require thoughtful, thorough and substantive content. Response posts and initial posts have the same grading standards. Therefore, your response posts must also be thorough, thoughtful and research-based to have a chance for earning you full credit on these assignments. You will have to make an initial post by 11:59 p.m. of the Sunday of the discussion’s first week. Then, at least two response posts are required by 11:59 p.m. on the Sunday night of the discussion’s second week for the two week discussions). This means that each of the two week long discussions has two deadlines: an initial post by Sunday night of the first week of the discussion and a minimum of two response posts by Sunday of the second week of the discussion. The one discussion that runs for one week will have a deadline for all three posts 11:59 p.m. on the Sunday of the week during which the assignment is given. Please keep track of the due dates for each discussion because late posts receive no credit.

The weeks of the course in which threaded discussions have been assigned are identified in the syllabus, class schedule, and in the relevant weekly assignments. To get full credit, student posts should make posts responsive to the instructions found with the assignment. Discussions can be found in the Discussion Forum located in blue navigation bar t on the left side of the Blackboard screen. The grading standards for the discussions can be found by clicking on Content > General Information > Discussion Grading Standards. Your contributions to the discussions, both your initial post and required response posts, are expected to be substantive and well written. In them, you have to demonstrate that you have read, understood and can apply the assigned reading material. Additionally, to receive full credit on these assignments you will need to conduct research beyond the material found in the textbook. When using the work of others in your work proper APA referencing is required. Given this research requirement, every post should have a reference section and citations in the body of the posts. Keep in mind that response posts have to be substantive and research based much like initial posts in order to receive full credit.

Before proceeding it is important to note that this class does not include bonus points. Therefore, take full advantage of every scheduled opportunity to earn points. Submit your work before deadlines and fully comply with each assignment’s requirements. Because you will have a minimum of one week to complete each assignment, no make-up assignments will be given.

Written Assignments. During two weeks during the semester, the material reviewed was not conducive to coverage by the use of discussions. Therefore, written assignments were developed. Like discussions, the written assignments, must be thorough, thoughtful, research-based and directly responsive to the issues raised by the exercise. Late assignments will not be accepted. Therefore, you need to plan your time wisely and get your work submitted before the assignments’ deadlines.

Assignment Deadlines. You can plan on work being submitted for review to be due no later than 11:59 p.m. on the assignment’s deadline. Keep in mind that technical problems, e.g., internet, computer, etc., that cause you to miss a deadline will not be accepted as an excuse. You need to submit your work early enough so that you can deal with your problems and still beat the deadline. Your instructor is
responsible for course content, not the technical aspects of the class. Therefore, make sure you know how to get in touch with the help desks in the event that problems arise.

**Electronic Device Usage** – Computers and tablets are required to complete the homework assignments.

**Last day to Drop the Class Without a Penalty.** November 11, 2016.

**Academic Integrity/Plagiarism**

University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism (the presentation of the work of another as one’s own work). In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in a zero the first time and failing the course for any additional offense. Keep in mind that all assignments in this class are individual in nature. Therefore, collaboration on assignments is inappropriate and will be considered as a form of academic dishonesty.

**Dropping a Class**

I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me and your academic adviser before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. November 11, 2016 is the last day to drop a class with an automatic grade of “W” this term.

**Required Method of Scholarly Citations**

APA style is the only accepted method used for citations and referencing for this class. Here is a link to a web site (look under the Get Help heading) that you can use to ensure that your references to the works of others used when preparing your assignments are correct: http://www2.liu.edu/cwis/cwp/library/workshop/citapa.htm

**Grade Appeals**

As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade
appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.

Disabilities Accommodations

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116. If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

Statement of Academic Continuity

In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

Course Schedule

Please pay close attention to the following information. It is important that you meet all of the deadlines. Exams, weekly homework assignments based on the LearnSmart/Connect-based material and discussions receive no credit if submitted after the deadline, i.e. 11:59 p.m. on Sunday night ending the week. You are encouraged to download a copy of the class schedule and keep it handy throughout the semester so that you do not miss any of the deadlines.

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topic</th>
<th>Required Reading, Connect Assignments, discussions, Quizzes and Exams</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>The pay model and pay strategy</td>
<td>Read Newman, et al. Ch. 1 and</td>
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(the schedule for specific LearnSmart/Connect-based assignments and discussions can be found in the Course Content portion of the class website)
<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topic</th>
<th>Reading and Additional Resources</th>
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<tbody>
<tr>
<td>8/24 to 8/28</td>
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<td>2, Ch. 1 and 2 lecture notes and review the Ch. 1 and 2 power point presentations</td>
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<td>Complete the Ch. 1 and 2 LearnSmart/Connect assignment</td>
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<td>Participate in the Week 1 non-graded Introductions! discussion</td>
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<td>Answer the Ch. 1 and Ch. 2 item pool questions</td>
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<td>Week 2</td>
<td>8/29 to 9/4</td>
<td>Defining internal alignment</td>
<td>Read Newman, et al. Ch. 3, Ch. 3 lecture notes and review the Ch.3 power point presentation</td>
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<td>View the two videos concerned with equity theory.</td>
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<td>Complete the Ch. 3 LearnSmart/Connect assignment</td>
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<td>Answer the Ch. 3 item pool questions</td>
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<td>Week 3</td>
<td>9/5 to 9/11</td>
<td>Job Analysis</td>
<td>Read Newman, et al. Ch.4, Ch. 4 lecture notes and review the Ch. 4 power point presentation</td>
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<td>Complete the Ch. 4 LearnSmart/Connect assignment</td>
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<td>Participate in the Week 3/4 discussion (writing a job description) by making an initial post (a 100 point assignment)</td>
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<td>Answer the Ch. 4 item pool questions</td>
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<td>Week 4</td>
<td>9/12 to 9/18</td>
<td>Job descriptions and job specifications</td>
<td>Participate in the Week 3/4 discussion (writing a job description) by making two</td>
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<tr>
<td>Week 5</td>
<td>9/19 to 9/25</td>
<td>Job based structures and job evaluation</td>
<td>Read Newman, et al. Ch. 5, Ch. 5 lecture notes and review the Ch.5 power point presentation</td>
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<td>Complete the Ch. 5 LearnSmart/Connect assignment</td>
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<td>Submit the written assignment that is due on 10/6. This is a 200 point assignment.</td>
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<td>Answer the Ch. 5 item pool questions</td>
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<td>Week 6</td>
<td>9/26 to 10/2</td>
<td>Person-based job structures</td>
<td>Read Newman, et al. Ch.6, Ch. 6 lecture notes and review the Ch. 6 power point presentation</td>
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<td>Complete the Ch. 6 LearnSmart/Connect assignment</td>
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<td>Complete the Week 5/6 discussion by making two required response posts</td>
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<td>Answer the Ch. 6 item pool questions</td>
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<td>Week 7</td>
<td>10/3 to 10/9</td>
<td>The midterm exam is due no later than 11:59 p.m. on Sunday October 9, 2016</td>
<td>The exam will be comprised of four questions randomly selected from the item pool questions provided as part of each week’s assignments. The exam is worth a maximum of 100 points.</td>
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<td>Week 8</td>
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<td>Defining competitiveness</td>
<td>Read Newman, et al. Ch. 7, Ch 7 lecture notes and review the</td>
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<td>Week</td>
<td>Topic</td>
<td>Assignment</td>
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| 10/10 to 10/16 |                                         | Ch. 7 power point presentation  
|            |                                         | Complete the Ch. 7 LearnSmart/Connect assignment  
|            |                                         | Complete the Week 8 discussion. Unlike the other discussions, this one runs for only one week. All three posts have to be made by 10/16 before 11:59 p.m. This is a 100 point assignment.  
|            |                                         | Answer the Ch. 7 item pool questions                                      |
| Week 9    |                                         | Designing pay levels, mix and pay structures                               |
| 10/17 to 10/23 |                                         | Read Newman, et al. Ch. 8, Ch 8 lecture notes and review the Ch. 8 power point presentation  
|            |                                         | Complete the Ch. 8 LearnSmart/Connect assignment  
|            |                                         | Submit the written assignment that is due on 10/23. This is a 100 point assignment.  
|            |                                         | Answer the Ch. 8 item pool questions                                      |
| Week 10   |                                         | Pay for performance: The Evidence                                           |
| 10/24 to 10/30 |                                         | Read Newman, et al. Ch. 9, Ch. 9 lecture notes and review the Ch. 9 power point presentation  
|            |                                         | Complete the Ch. 9 LearnSmart/Connect assignment  
|            |                                         | Participate in the Week 10/11 discussion by making an initial post. This is a 100 point assignment.  
<p>|            |                                         | Answer the Ch. 9 item pool questions                                      |</p>
<table>
<thead>
<tr>
<th>Week 11</th>
<th>Pay for performance plans</th>
<th>Read Newman, et al. Ch.10, Ch 10 lecture notes and review the Ch. 10 power point presentation</th>
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<tr>
<td>10/31 to 11/6</td>
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<td>Complete the Ch. 10 LearnSmart/Connect assignment</td>
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<td>Complete the Week 10/11 discussion by making two required response posts</td>
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<td>Answer the Ch. 10 item pool questions</td>
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<td>Week 12</td>
<td>Performance appraisal</td>
<td>Read Newman, et al. Ch.11, Ch. 11lecture notes and review the Ch. 11 power point presentation</td>
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<td>11/7 to 11/13</td>
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<td>Complete the Ch. 11 LearnSmart/Connect assignment</td>
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<td>Participate in the Week 12/13 discussion by making an initial post. This is a 100 point assignment.</td>
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<td>Answer the Ch.11 item pool questions</td>
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<td>Week 13</td>
<td>More on performance appraisal</td>
<td>Complete the Week 12/13 discussion by making two required response posts</td>
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<td>11/14 to 11/20</td>
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<td>Week 14 (Thanksgiving week)</td>
<td>The benefit determination process</td>
<td>Read Newman, et al. Ch.12 and 13, Ch. 12 and 13 lecture notes and review the Ch. 12 and 13 power point presentation</td>
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<td>11/21 to 11/27</td>
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<td>Week 15</td>
<td>Benefit options</td>
<td>Complete the Ch. 12 and 13</td>
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<tr>
<td>Week</td>
<td>Task Description</td>
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| 11/28 to 12/4 | LearnSmart/Connect assignment  
Answer the Ch. 12 and Ch. 13 item pool questions |
| Week 16 12/5 to 12/11 | The final exam is due no later than 11:59 p.m. on Sunday December 11, 2016  
The exam will be comprised of four questions randomly selected from the item pool questions provided as part of each week’s assignments. The exam is worth a maximum of 100 points and will material reviewed since the midterm exam. |