



TEXAS A&M UNIVERSITY  
**SAN ANTONIO**

**MGMT 4341.600, Compensation & Benefits Management**

Fall 2025, CRN: 10769

Department of Management & Marketing, College of Business

**Course Syllabus**

**Class Meeting Time and Place:**

**M 5:30 – 6:45 PM**

<https://tamusa.zoom.us/j/83817224748>

**Class Duration:**

08/25 - 12/01/25

**Instructor:**

Dr. Adrian B. Guardia

Office: BLH 452D

Tel: 210-784-2332

E-Mail: [Adrian.Guardia@tamusa.edu](mailto:Adrian.Guardia@tamusa.edu)

Student emails will receive a reply within two business days.

**Course Modality:**

**Online Synchronous**

**Course Website:**

<https://tamusa.blackboard.com/>

**Office Hours (online):**

**M - F 10:00 AM – 2:00 PM – in office**

Other times by appointment (in office, phone or Zoom). Please call/msg: 210-784-2332; or email: [Adrian.Guardia@tamusa.edu](mailto:Adrian.Guardia@tamusa.edu)

**Catalog Course Description:** This course identifies the key elements for developing a firm's strategic compensation program necessary to attract and retain a valued workforce. Students will study the bases for pay and benefit plans, and the design of compensation systems and benefit programs key to serving the internal workforce and compete in the external marketplace.

**Course Objectives: Improve organizational performance and minimize organizational risk.**

**Prerequisites:** Completion of College of Business prerequisites, MGMT 3325

**Student Learning Outcomes:**

On completion of this course, students will be able to:

1. Analyze the role of the HR professional and management as a strategic partner to manage compensation in the organization
2. Identify linkages between business strategy and total rewards
3. Identify and apply employment law, and other regulatory guidelines to compensation issues
4. Understand a market wage and salary survey
5. Establish job pricing strategies and salary ranges
6. Develop progressive job and pay system structures

## 7. Plan a market-based benefit program

### **AACSB Assessment:**

The College of Business is in the process of applying for AACSB accreditation. As part of that process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery of the above course outcomes.

**COVID-19:** Due to the current pandemic environment, all university personnel (faculty, students and staff, etc) are required to adhere to mandated procedures and guidelines as communicated through university communications.

### **Required Materials:**

**Textbook:** *Compensation, 14e* Barry Gerhart, Jerry M. Newman, George Milkovich, McGraw-Hill, ISBN: 978-1-260-48618-6

**Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have lecture notes, solutions to problems, multimedia materials and other supplementary materials in Blackboard. All class communications will be through Blackboard and students should monitor this several times a day.

**CATME:** Comprehensive Assessment of Team Measurement Effectiveness. CATME is a teamwork learning and team management system used by over 11,000+ instructors and 550,000+ students in more than 1,500 institutions spread across 74 countries around the world. We will use this system in building our course project teams and for evaluating the effectiveness of team members and their teams.

**Software:** You will be required to use Microsoft Office products (WORD; EXCEL; POWERPOINT). These products are available in the computer labs on campus. You will also be able to download the installation software from the Microsoft software center. You will receive your login name and password at your Jaguar email address. Additional software will be required, for example, Acrobat Reader, Flash Player and Windows Media Player. Instructions and website links or additional software will be available online.

**Time Expectations for coursework:** You are expected to spend 4-8 hours per week for the course. Based on the background, some student may require more time. Time spent may be longer when assignment/exams are due.

**Other Recommended / Reading Materials:** Additional reading materials are available on the course website as recommended by the instructor.

- **SHRM.org** the official website for HR professionals. The site features timely review of current national affairs impacting the workplace, in addition to discussion on best practices, policies, and procedures affecting the workplace.

***Course Requirements every student must fulfill in order to succeed in course:***

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current on class recordings, if not attending the live class (either in person or online).
3. Students should keep current with all course assignments, quizzes, and examinations.
4. If the course uses remote proctoring for exams, ensure that students schedule their exam early in the semester.
5. Students should ask questions and communicate with the instructor either online or off-line
6. Students should remember that hybrid and hyflex courses assume greater responsibility by the student for their own learning outcomes.
7. For online courses, students should keep current on class recordings, if not attending the live class (either in person or online).
8. For online asynchronous courses, there will be no online class sessions. All materials will be made available through Blackboard or through online links.
9. For online synchronous courses, there will be online class sessions as indicated. Students are expected to attend the online session at the given time. If a student is unable to attend a session, instructor will make the recording of the session available for the student to view. All materials will be made available through Blackboard or through online links.

**Grading Policy:** The final course grade will be based on your performance on the quizzes, exams, assignments and team project using the following weights:

<u>Assessments</u>	<u>Contribution to Final Grade</u>	<u>Maximum Point Value</u>
Quizzes	10%	10
Exams	20%	20
Team Project	30%	30
Case Studies	40%	40
Total	100%	Total 100 Points

The final letter grades will be assigned as follows: Above 90%  $\Rightarrow$  A; 80 – 89%  $\Rightarrow$  B; 70 – 79%  $\Rightarrow$  C; 60 – 69%  $\Rightarrow$  D; Below 60%  $\Rightarrow$  F.

- **Quizzes:** Students will be assessed through scheduled quizzes following selected chapters. Quizzes will be timed and composed of 20 multiple choice questions. Quizzes will be posted on Blackboard Quizzes & Exam link. Quiz scores will be averaged over the course of the semester and **contribute 10% of the student's final grade (equal to a maximum of 10 pts)**. Quiz scores will be posted on MyGrades.
- **Exams:** Students will be assessed through scheduled midterm and final semester following selected chapters. Exams will be timed and composed of 40 multiple choice questions. Quizzes will be posted on Blackboard Quizzes & Exam link. Exam scores will be averaged over the course of the semester and **contribute 20% of the student's final grade (equal to a maximum of 20 pts)**. Exam scores will be posted on MyGrades.
- **Team Project:** Students will be assigned into small groups for a semester project in the role of consulting teams. Teams will review performance and salary data provided to

demonstrate a pay for performance strategy in decision making, budgeting, and administering merit increase distribution to a work unit. The deliverable is a written paper in APA format capturing assignment requirements.

The Team Project will be scored to **contribute 30% to the student's final grade (equal to a maximum of 30 points)**. Team Project scores will be reported on MyGrades. Assignment instructions and supporting materials will be posted under the Blackboard Course content link. All work should be submitted through the respective active Course content link.

- **Case Studies (CS):** Students will be tasked with the reading & discussion of selected case studies. The work required by each assignment will vary in content. Some assignments will task students to assess a given case, evaluate illustrated methods, or research contemporary practices. Students are to prepare a case summary using APA format, 12 pt Times Roman, 1" margins, double-spaced in their narrative. Students are to include resource citations and a bibliography. To assist students in outlining their narrative, the following questions should be addressed:

**For Case Studies integrate Case Study Discussion Questions into your narrative.**

Case Study assignments will be scored and averaged to **contribute 40% to the student's final grade (equal to a maximum of 40 points)**. Case Study scores will be reported on MyGrades.

**Make up and Late Assignment/exam/quiz policy:** As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extra-ordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

**Class conduct and civility code:** Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. Attendance may be taken at the beginning or the end of the class.
2. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
3. Student must retain copies of all assignments and graded work for verification purposes. Keep copies of all computer files and e-mails.
4. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
5. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned off and headphones removed.
6. For any questions about the exams and assignments, a student should contact the instructor before the day they are due, so the instructor may have enough time to provide feedback.

7. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 24 hours during weekdays (Monday-Friday).
8. All assignment submissions must be uploaded as instructed by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

**Class attendance and Participation:** A vital part of every student's education is regular attendance of class meetings (for face-to-face/hybrid classes/online synchronous classes) or regular review of class materials posted by the instructor for asynchronous classes. Any absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class. The course covers a lot of material, and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and visit/contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

The course is intensive and challenging, and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one-hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

### ***Fall 2025 MGMT 4341.601 Class Schedule***

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

<b><i>Wk</i></b>	<b><i>Dates</i></b>	<b><i>Chapter and Topic</i></b>	<b><i>Due 5:30 PM</i></b>
1	08/25	Orientation: Overview of course syllabus, deliverables, & Blackboard Chapter 1 The Pay Model Review Semester Team Project	
2	09/01	Labor Day Holiday (no class)	
3	09/08	Chapter 2 Strategy: The Totality of Decisions • <b>Quiz 1 (Chapters 1 &amp; 2)</b>	<b>09/15</b>
4	09/15	Chapter 3 Defining Internal Alignment • <b>Session 1 Team project milestone</b> • <b>Case Study #1</b>	<b>09/22 09/22</b>
5	09/22	Chapter 4 Job Analysis • <b>Quiz 2 (Chapters 3 &amp; 4)</b>	<b>09/29</b>
6	09/29	Chapter 5 Job-Based Structures and Job Evaluation • <b>Session 2 Team project milestone</b>	<b>10/06</b>
7	10/06	Chapter 6 Person-Based Structures • <b>Midterm Exam (Chapters 1 – 6)</b>	<b>10/13</b>
8	10/13	Chapter 7 Defining Competitiveness • <b>Case Study #2</b> • <b>Session 3 Team project milestone</b>	<b>10/20 10/20</b>
9	10/20	Chapter 8 Defining Pay Levels, Mix, and Pay Structures • <b>Quiz 3 (Chapters 7 &amp; 8)</b>	<b>10/27</b>
10	10/27	Chapter 9 Pay for Performance: Theory & Evidence • <b>Session 4 Team project milestone</b>	<b>11/03</b>
11	11/03	Chapter 10 Pay for Performance: Types of Plans • <b>Quiz 4 (Chapters 9 &amp; 10)</b>	<b>11/10</b>
12	11/10	Chapter 17 Government and Legal Issues in Compensation • <b>Case Study #3</b> • <b>Session 5 Team project milestone</b>	<b>11/17 11/17</b>
13	11/17	Chapter 11 Performance Appraisals • <b>Quiz 5 (Chapters 17 &amp; 11)</b>	<b>11/24</b>
14	11/24	Chapter 12 The Benefit Determination Process Chapter 13 Legally Required Benefits • <b>Session #6 Team project milestone – submit paper</b> • <b>Final Exam (Chapters 7-13; 17)</b>	<b>12/01 12/01</b>
15	12/01	Final Exam	

**University Email Policy and Course Communications:** All correspondence between professors and students must occur via tamusa email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at 210-784-4357.

**Academic Accommodations for Persons with Disabilities:** Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, please contact Disability Support Services in the

Central Academic Building, Suite 210, or at (210) 784-1335 or visit <https://www.tamusa.edu/index.html> or email us at [dss@tamusa.edu](mailto:dss@tamusa.edu). Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

**Academic Learning Center:** The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing [tutoring@tamusa.edu](mailto:tutoring@tamusa.edu), calling (210) 784-1307, or visiting the Central Academic Building, room 202.

**Counseling/Mental Health Resources:** As a college student, there may be times when personal stressors interfere with your academic performance and/or negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Modular C, Room 166 (Rear entrance).

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services.

**Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').** For more information and self-help resources, please visit [www.tamusa.edu/studentcounseling](http://www.tamusa.edu/studentcounseling)

**Emergency Preparedness:** JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/campus-information/safety/university-police-department/documents/emergency-operations-plan.pdf> and <https://www.tamusa.edu/about-us/campus-information/safety/university-police-department/documents/emergency-action-plan.pdf>

Download the SafeZone App for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900

**Financial Aid and Verification of Attendance:** According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student

receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://bit.ly/WLDCCenter>.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to contact the Dean of Students (DOS@tamusa.edu) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to provide any resources they may possess.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, and special circumstances (e.g., upcoming deployment, drill requirements, disability accommodations). You are also encouraged to visit the Patriots’ Casa in-person room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student’s GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as “F” grades and will impact the student’s GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equality of opportunity and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees



should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, gender expression, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units. Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available.

A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator ([titleix@tamusa.edu](mailto:titleix@tamusa.edu), 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide reasonable accommodations to pregnant students that would be provided to a student with a temporary medical condition and that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status ([titleix@tamusa.edu](mailto:titleix@tamusa.edu); 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of

age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

*Students' Rights*

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

*Students' Responsibilities*

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, University Catalog and to comply with them, as well as federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide an environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notification.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as

academic misconduct. For more information on academic misconduct policies and procedures please review the [Student Code of Conduct](#).

### Use of Generative AI Permitted

Writing, analytical, and critical thinking skills are part of the learning outcomes of this course. All writing assignments should be prepared by the student. Developing strong competencies in this area will prepare you for a competitive workplace. Therefore, AI generated submissions are permitted and will require citations of researched sources.

### Key Dates

#### Fall 2025 Regular 16-Week Session

March 24	Monday	Registration opens
August 18	Monday	Tuition & fee payment deadline
August 22	Friday	Last day for students withdrawing to receive 100% refund (0% responsibility) for tuition
August 25	Monday	First class day
September 1	Monday	Labor Day Holiday - No classes
September 2	Tuesday	Last day to register
September 10	Wednesday	Census Date
September 11	Thursday	Drop for non-payment
October 6-October 17	Monday-Friday	Midterm grading period
November 14	Friday	Last day to drop with an automatic grade of "W"
November 25	Tuesday	Last day to withdraw from the university
November 26	Wednesday	Study day - No classes
November 27-November 29	Thursday-Saturday	Thanksgiving Holiday - No classes
December 4	Thursday	Last day of scheduled classes for weekday classes
December 5	Friday	Study day - No classes
December 6-December 12	Saturday-Friday	Final examinations
December 12	Friday	End of term
December 16	Tuesday	Commencement
December 17	Wednesday	All grades due by noon
December 19	Friday	Grades available in JagWire
December 23-January 2	Tuesday-Friday	Winter Break