



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 4341 600, Compensation & Benefits Management, Fall 2026

CRN 10769

Department of Management & Marketing, College of Business

Course Syllabus

Class Modality:

Online Synchronous

Class Meeting Time and Place:

Monday, via Zoom 6:00-7:15 PM

Class Duration:

8/24/2026-12/11/2026

Instructor:

Dr. S. Michelle Cox

Virtual Office

Tel: 210-887-3471

E-Mail: Susan.Cox@tamusa.edu

Student emails will receive a reply within two business days.

Course Website:

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

Office Hours:

By appointment via phone or zoom

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

Required Materials:

Textbook: *Compensation, 14e* Barry Gerhart

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.

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.
- **HR Hero (BLR)** A&M-SA Library online database contains HR resources on topics such as compensation, discrimination, benefits & leave, health and safety, and more. Also available are recent HR related news, reference guides, and other helpful tools.

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.

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>
Attendance	15%
Midterm Exam	15%
Final Examination	15%
Team Project	25%
Case Study 1	15%
Case Study 2	15%
Total	100%

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.

Examinations: There will be a mandatory mid-term exam and a mandatory final exam (as per university schedule). Being absent / non-submission of an exam will result in a grade of zero for that exam and may result in a failure grade in the course. The exams will consist of conceptual multiple-choice questions, problem solving questions, and short essay questions. The exam materials will come from lecture notes, the text, and class discussions. Questions will emphasize understanding and applications of concepts and topics covered in class. Mid-term and Final exam **scores** will be posted in Blackboard.

Team Project: Students will be assigned into small groups for a semester project in the role of consulting teams. Team 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.

Assignment requirements: Using the data provided --

1. Compute each employee's compa-ratio (current salary divided by the midpoint). This value represents the relative position of the employee's current salary to the market (low, equal, high) and can be useful in making award decisions.
2. Prepare a line graph chart reflecting the salary & performance rating for assigned employees.
3. Summarize your observations using the results from #1 and #2 to characterize salary considerations you will need to factor in making salary decisions for each employee.
4. Calculate the 3% merit budget (merit pool is determined by computing 3% of the total salary of your team).
5. Determine how best to distribute the merit pool based on the principle of "pay for performance". Merit increases should be expressed both in dollars and as a percent of the employee's current base pay.
6. Compute the new salary (merit increase + current salary).
7. Compute the participation rate for the department (# of employees receiving merit increases divided by the total # of employees in the department). This value represents the % of employee in the department receiving an increase. Too high a percent infers that

there is little performance/reward differentiation; too low a percent infers possibly an unrealistic performance/reward threshold. Both ends of the participation rate continuum could affect morale, performance, and result in turnover.

8. Prepare a statement for each of the 12 employees. Your statements should be individualized messages that reference data from the performance evaluation. Your statements should provide the basis for your performance/reward decision. You must identify performance to sustain and improve. Should you award a merit increase, you should indicate the amount of the increase as a percentage of increase from the old salary to the new salary, and the value in dollars (per hour or annually). Should you determine not to award an increase, you must identify the basis of that decision and provide a period for re-evaluation and re-consideration of a merit increase.

The Team Project will be scored to **contribute 25% to the student's final grade (equal to a maximum of 25 points)**. Team Project scores will be reported on Blackboard. 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 reference. To assist students in outlining their narrative, the following questions should be addressed:

Written discussion should be submitted via the active link under Course Content. Case Study assignments will be scored and averaged to **contribute 15% each to the student's final grade (equal to a maximum of 15 points each)**. Case Study scores will be reported on Blackboard.

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 will be taken at the beginning 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. 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.

5. 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).
6. 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 2026 MGMT 4341 600 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.

Wk	Meeting Date	Chapter and Topic	Due
1	8/24/2026	Syllabus Review and Chapter 1: The Pay Model	
2	8/31/2026	Chapter 2: Strategy: The Totality of Decisions; Review Semester Team Project and assign teams; and Chapter 3: Defining Internal Alignment Team project milestone	9/6/2026
3	9/7/2026	Sep. 7 Labor Day Holiday (online synchronous only) Chapter 4: Job Analysis and Chapter 5: Job-Based Structures and Job Evaluation	
4	9/14/2026	Chapter 6: Person Based Structures Case Study	9/20/2026
5	9/21/2026	Chapter 7: Defining Competitiveness Team project milestone	9/27/2026
6	9/28/2026	Chapter 8: Designing Pay Levels, Mix, and Pay Structures	
7	10/5/2026	Chapter 9: Pay-for-performance : Theory and Evidence	
8	10/12/2026	Chapter 10: Pay-for-performance: Types of Plans Midterm Exam on Blackboard Chapters 1-10	
9	10/19/2026	Chapter 11: Performance Appraisals Case Study	10/25/2026
10	10/26/2026	Chapter 12: The Benefit Determination Process	
11	11/2/2026	Chapter 13: Legally Required Benefits Team project milestone	11/8/2026
12	11/9/2026	Chapter 14: Compensation of Special Groups: Executives and Others	
13	11/16/2026	Chapter 15: Union Role in Wage and Salary Administrations; Chapter 16: International Pay Systems	
14	11/23/2026	Chapter 17: Government and Legal Issues in Compensation (online synchronous only) November 26-28 Thanksgiving Holiday	
15	11/30/2026	Chapter 18: Management: Making It Work Team project – submit paper	12/4/2026
16	Dec 5-11	Final Exam on Blackboard Chapters 11-18	

University Email Policy and Course Communications: All correspondence between professors and students must occur via University email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at helpdesk@tamusa.edu or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the semester, so you may need to follow up with them.

Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification system. 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 on emergency response may be found at: [EOP-Public.pdf](#) and the [Emergency Action Plan - Updated October 13, 2022](#). Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

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, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us at the [website](#) or email us at 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 academic accommodations with Disability Support Services and their instructors as soon as possible.

Academic Learning Center: All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. 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, calling (210) 784-1307, or visiting the Central Academic Building, room 202. Online tutoring is also available for after hours and weekend assistance.

While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

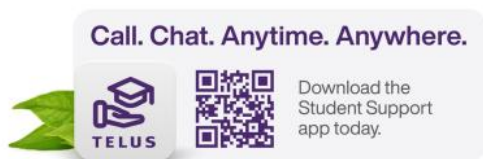
Appointments available MATH Walk in Tutoring – No appointment needed

	Appointments available	Walk in Tutoring – No appointment needed
MONDAY	8 am – 6 pm	9 am – 5 pm
TUESDAY	8 am – 6 pm	9 am – 5 pm
WEDNESDAY	8 am – 6 pm	9 am – 5 pm
THURSDAY	8 am – 6 pm	9 am – 5 pm
FRIDAY	8 am – 5 pm	11 am – 4 pm

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and 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, visit our website, call 210-784-1331 or visit Madla 120 between the hours of 8:00 AM and 5:00 PM.

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 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App.*

The TELUS Student Support App provides a variety of mental health resources to including 24/7/365 support for in the moment distress, crisis support, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



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 by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (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.

Jaguar Writing, Language, and Digital Composing Center (WLDCC): The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing 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. The Writing Center offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments with the Writing Center in JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. Students wanting to work in real-time with a tutor can schedule an “Online Appointment.” Students wishing to receive asynchronous, written feedback from a tutor can schedule an “eTutoring” appointment. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our [website](#). The Writing Center can also be reached by emailing writingcenter@tamusa.edu.

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 submit a [CARE report](#) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus; click [here](#) for hours and contact information.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots’ Casa building, 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 course 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, equal 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 on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to 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, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

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 discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, 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, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (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 such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition 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; 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.

Young Jaguars can support parenting students with daycare if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. Hours of operation is Monday-Thursday 3:30pm-9:00pm. For more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (210) 784-2636.

Students' Rights and Responsibilities: The purpose of the following statement is to enumerate the essential provisions of students' freedoms and responsibilities to learn at Texas A&M University-San Antonio. All students are required to follow all policies and regulations as set forth by The Texas A&M University System, including the A&M-San Antonio Student Code of Conduct.

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 procedure 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, gender identity, gender expression, genetic information, 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](#) or visit the resources available in the [OSRR website](#)

No Use of Generative AI Permitted

MGMT 4301:600 assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Important Fall 2026 Dates:

Dates	Event
August 20	Tuition & Fee Payments deadline
August 24	First day of class
September 7	Labor Day Holiday—No Classes/University Closed
September 9	Census date—Students not paid in full or enrolled in a payment plan by 4:59 pm may be dropped for non-payment
October 5-October 16	Midterm grading period
November 13	Last day to drop with an automatic “W”
November 25	Study Day-No classes
November 26-November 28	Thanksgiving Holiday-No Classes/University Closed
November 30	Last day to drop a course or withdraw from the University
December 4	Last day of classes
December 5-December 11	Final exams
December 19	Commencement

The complete [academic calendar](#) is available online