

University of Illinois at Urbana-Champaign
Department of Economics

ECON 448 Employee Compensation and Incentives

Spring 2022
Credit: 3 hours

Tue & Thurs 12:30-1:50pm
123 David Kinley Hall

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Office Hours: Tue & Thurs 2:00-3:00pm; or by appointment

COURSE DESCRIPTION

Employee compensation is a critical tool for organizations to attract, retain, and motivate its workforce. The course introduces major principles in compensation design and examines the incentives embedded in compensation system. We will examine a range of topics including forms of pay, incentive theory, pay structure, pay-for-performance, and employee benefits. You are expected to develop skills to design a compensation plan and evaluate compensation practices. The lectures and various class activities including in-class exercises & discussions, as well as a compensation project are designed to achieve the learning goals.

PREREQUISITES

Basic and intermediate-level microeconomics (ECON 302), and basic-level statistic course (ECON 202) are the prerequisites for this class.

READINGS

1. Jerry M. Newman, Barry Gerhart, George T. Milkovich (2017). *Compensation* (12th Edition). The textbook can be obtained from the campus book store, or from the publisher (McGraw Hill) at: <http://www.mheducation.com/highered/product/compensation-milkovich-newman/M1259532720.html#>
2. Other required readings will be distributed electronically on course Compass website.

COURSE WEBSITE

This course uses Illinois Compass2g as the course website. Students registered for the course may log in at <https://compass2g.illinois.edu/>. This website will contain lecture notes, supplementary readings, and other useful resources. Please check the course website regularly.

ATTENDANCE POLICY

This course requires your regular attendance. Attendance includes arriving on time and remaining until the end of the session. If you are unable to attend certain class sessions due to university excused reasons, please notify the instructor in advance.

EXAMINATION INFORMATION

1st midterm exam: February 24, in class.

2nd midterm exam: April 5, in class.

Final exam: University scheduled; see final exam schedule at: <https://registrar.illinois.edu/final-exam-schedule-public>

GRADING

For those of you taking the course for a standard 3-credits, grades will be determined based on:

Component	Percentage of Total Points
Class Participation	5%
Quizzes	10%
In-class Exercises	15%
Exam 1	20%
Exam 2	20%
Final Exam	30%
Total	100%

For those of you taking the course for 4-units of grad credit, grades will be determined based on:

Component	Percentage of Total Points
Class Participation	5%
Quizzes	10%
In-class Exercises	10%
Exam 1	17%
Exam 2	17%
Final Exam	26%
Term Paper	15%
Total	100%

Letter grades will be assigned as follows:

A+	97-100%	B+	87-89.9%	C+	77-79.9%	D+	67-69.9%
A	93-96.9%	B	83-86.9%	C	73-76.9%	D	63-66.9%
A-	90-92.9%	B-	80-82.9%	C-	70-72.9%	D-	60-62.9%
						F	Below 59.9%

The grading components are described below:

Class Participation: Active participation in class activities is important to maximize learning goals. Your role as a student is not only to passively receive knowledge, but also to actively share your knowledge, your experience, your perspectives on issues and your meaningful questions that contribute to the learning of the class. Your class participation can be demonstrated by your preparedness for each class, your thorough understanding of the assigned readings, your active involvement in class activities, and your meaningful questions or comments during lectures and discussions. Your class participation is graded as the following:

0	<ul style="list-style-type: none"> – Absence, or – Not participate in any class activities. – Never provide comments or ask questions.
1-2	<ul style="list-style-type: none"> – Presence. – Occasionally involve in class activities (for example, occasionally contribute to group discussions; provide some input)
3	<ul style="list-style-type: none"> – Presence. – Regularly involve in class activities (for example, regularly contribute to group discussions; provide relevant comments or questions).
4	<ul style="list-style-type: none"> – Presence. – Actively participate in class activities (for example, actively involve in class discussions; provide relevant, and sometimes, meaningful comments or questions).
5	<ul style="list-style-type: none"> – Presence. – Always actively participate in class activities (for example, always actively participate in group discussions; always provide meaningful comments, questions or examples that contribute to lecture and discussion).

Note that *class participation* is NOT *attendance*. As a student, it is your responsibility to attend all classes and be on time. You do not earn any credits for class participation by merely sitting in class without participation or contribution. In addition, being absent and/or late multiple times will lower your contribution to classroom grades simply because you have fewer opportunities to participate in class activities and contribute to the class.

Quizzes: In many classes there will be a short quiz. This is to provide a small incentive for you to adequately prepare for each class and keep up with the course content. You are allowed to drop ONE lowest quiz score. You will receive a score of zero for any quiz that you miss without a University excused and documented reason. If your absence is due to a University excused reason, you can be given a chance to make up the quiz within **14** calendar days if you notify me before the class and provide supporting evidence.

In-class Exercises & Assignments: In many lectures we will have in-class exercises which are NOT announced in advance. You are allowed to drop ONE in-class exercise score. You will receive a score of zero for any in-class exercise that you miss without a University excused and documented reason. If your absence is due to a University excused reason, you can be given a chance to make up the exercise within **14** calendar days if you notify me before the class and

provide supporting evidence. Some in-class exercises require after-class time to complete, and will be assigned as homework and the due dates will be announced in class (Note: late submission are not accepted unless for valid reasons, and there will be a **20% deduction** for each day after the due date, including weekends).

Exams: There are three exams for the class, including the final exam.

- Each exam will include all the contents of the topics to be tested, including lectures, textbook chapters, assigned readings, in-class exercises & discussions, videos, etc. More information about the specific content and format of the exams will be provided before each exam. You need to carefully study the lecture notes for all the exams.
- Exams must be taken at the scheduled time. If you miss one of the midterm exams for a University excused reason, you must notify me BEFORE the exam begins. The final exam will be used as a make-up of the final score only for those that provide supporting evidence, and an absence letter from Student Assistance Center in the Office of the Dean of Students may be required under certain circumstances. Failure to take an exam at the scheduled time without approval will result in zero grade for this exam.
- Conflict exam can be offered if you qualify for such accommodation (see [Student Code Article 3 Part 2](#)). If you believe you are eligible for a conflict exam, you must notify me as soon as possible but no later than two weeks before the date of exam.
- You may on occasion have questions about exam grading. Re-grading request must be submitted in writing within 7 calendar days after you receive your graded exam; re-grading request submitted after 7 calendar days will not be accepted. In the request for re-grading, you must specify the aspects that need further attention, and the reasons that justify re-grading, which should include the rationale behind your original answer, the differences between your original answer and the correct answer, and why you believe re-grading should be granted. I reserve the right to re-grade the entire assignment (not only the question in which you think there may be a mistake).

Term Paper: Only those students who are taking the course for 4 grad credit hours will be required to complete a term paper. More information on the term paper will be provided later in the semester.

COURSE POLICIES

Attendance: Attendance to class is mandatory. If you miss a class, it is your responsibility to find out from the instructor or your classmates what material was covered and what handouts you may have missed. There are **NO make-ups** for in-class exercises, quizzes or exams. Exceptions can be made only if your absence is for a University excused and documented reason. If your absence is due to a University excused reason and would like to make up any quiz or in-class exercise, you must notify the instructor in advance and provide supporting evidence (e.g., illness with a doctor's note). If you miss one of the midterm exams for a University excused reason, you must notify me before the exam begins. Accommodations will be offered only for those that provide supporting evidence (an absence letter from Student Assistance Center in the Office of the Dean of Students may be required under certain circumstances). Failure to take an

exam at the scheduled time without approval will result in zero grade for this exam. Please refer to the [Student Code \(Article 1 Part 5\)](#) regarding the university policy governing class attendance.

Classroom Conduct: You are expected to engage in respectful interactions with the instructor and your fellow students to foster a positive learning environment. Any behaviors that would distract others in classroom are prohibited. Such behaviors include but are not limited to: arriving class late, leaving class earlier, chatting with classmates, talking on the phone, texting, unnecessary computer and internet use such as playing video games, browsing social network websites, checking or composing email, etc. Violation of the appropriate classroom conduct will negatively affect class participation grades, and lead to restrictions on your cellphone/laptop use, or being asked to leave the classroom, depending on the frequency and severity of the violation.

Academic Integrity: Any form of academic dishonesty is regarded as a serious offense and will not be tolerated. Please carefully review the University policy governing academic integrity and plagiarism: http://studentcode.illinois.edu/article1_part4_1-401.html

Violations of academic integrity as given in the Student Code will be taken very seriously. Anyone found cheating in the course (or helping others to cheat) will be penalized according to the Code. These penalties include, among others, a failing grade (F) for the course and suspension and/or expulsion from the University

Use of Class Notes and Materials: Taking notes is a means of recording information but more importantly of personally absorbing and integrating the educational experience; it must not be for the purpose of selling or re-distribution since course materials are protected by the US copyright laws. You must not make audio or visual reproductions of any portion of any class, or upload course materials including the course syllabus on any non-university website, without the explicit permission from the instructor. According to the university policy regarding sale or distribution of lecture notes or course materials ([Student Code Article 1 Part 3](#)):

“No student shall sell, deliver or distribute copyrighted lecture notes or other course materials without the express permission of the copyright holder. An example of an infraction would include posting on a website or selling instructor copyrighted slides, lecture notes or other expressions fixed in a medium. (See also the University General Rules, Art. III, §4 regarding copyright policy.)”

COVID-19 RELATED POLICIES

Following University policy, all students are required to engage in appropriate behavior to protect the health and safety of the community. Students are also required to follow the campus COVID-19 protocols.

Students who feel ill must not come to class. In addition, students who test positive for COVID-19 or have had an exposure that requires testing and/or quarantine must not attend class. The University will provide information to the instructor, in a manner that complies with privacy laws, about students in these latter categories. These students are judged to have excused

absences for the class period and should contact the instructor via email about making up the work.

Students who fail to abide by these rules will first be asked to comply; if they refuse, they will be required to leave the classroom immediately. If a student is asked to leave the classroom, the non-compliant student will be judged to have an unexcused absence and reported to the Office for Student Conflict Resolution for disciplinary action. Accumulation of non-compliance complaints against a student may result in dismissal from the University.

Face Coverings: All students, faculty, staff, and visitors are required to wear face coverings in classrooms and university spaces. This is in accordance with CDC guidance and University policy and expected in this class.

Please refer to the University of Illinois Urbana-Champaign's COVID-19 website for [further information on face coverings](#). Thank you for respecting all of our well-being so we can learn and interact together productively.

Building Access: In order to implement COVID-19-related guidelines and policies affecting university operations, instructional faculty members may ask students in the classroom to show their Building Access Status in the Illinois app or the Boarding Pass. Staff members may ask students in university offices to show their Building Access Status in the Illinois app or the Boarding Pass. If the Building Access Status says "Granted," that means the individual is compliant with the university's COVID-19 policies—either with a university-approved COVID-19 vaccine or with the on-campus COVID-19 testing program for unvaccinated students.

Students are required to show only the Building Access Screen, which shows compliance without specifying whether it was through COVID-19 vaccination or regular on-campus testing. To protect personal health information, this screen does not say if a person is vaccinated or not. Students are not required to show anyone the screen that displays their vaccination status. No university official, including faculty members, may ask students why they are not vaccinated or any other questions seeking personal health information.

ACCOMMODATIONS

Disability Accommodations: To obtain disability-related academic adjustments and/or auxiliary aids, students with disabilities must contact the course instructor and the Disability Resources and Educational Services (DRES) as soon as possible. To contact DRES you may visit 1207 S. Oak St., Champaign, call (217) 333-1970, or e-mail a message to disability@uiuc.edu.

REMARKS

- Being prepared for each class will help you enhance your learning outcome. Reading the assigned readings before each class will assist you better understanding of the lecture and add to the quality of class discussion. Keep up with the course material is the best strategy for you to do well in exams.

- Any course-related questions and inquiries are very welcome and encouraged. If you have a question, DO ask, because other students may have similar questions. You are welcome to talk to me before or after the class, or stop by during my office hour, or send me an email. If you ask a question by email, please add “[448]” at the beginning of your email titles in order to receive timely response. Depending on your question, I may address it in class or send an email to the whole class to ensure everyone is on the same page.
- Do not wait until the day of the exam to ask questions about test materials. If you have a specific question or need general assistance, make sure that you discuss it with me (in person or via email) the day before the scheduled exam at the very latest. On the day of exam, I will not hold appointment or respond to emails about exam.
- You are welcome to keep me informed and provide feedback or comments about the course at any time throughout the semester.

COURSE SCHEDULE (ECON 448, Spring 2022)

* This should serve as a guide for planning your readings, assignments, and exam preparation. Aspects of the course schedule are subject to change, if and when necessary.

	Tuesday	Thursday
Week 1 (01/18, 01/20)	Course Introduction (online)	CH 1: The Pay Model (online)
Week 2 (01/25, 01/27)	CH 2: Strategy	CH 3: Internal Alignment
Week 3 (02/01, 02/03)	CH 4: Job Analysis	CH 4: Job Analysis
Week 4 (02/08, 02/10)	CH 5: Job Evaluation	CH 5: Job Evaluation
Week 5 (02/15, 02/17)	CH 6: Person-Based Structures	CH 6: Person-Based Structures
Week 6 (02/22, 02/24)	CH 7: Defining Competitiveness	MIDTERM 1 (CH 1-6)
Week 7 (03/01, 03/03)	CH 8: Pay Levels and Pay Structures	CH 8: Pay Levels and Pay Structures
Week 8 (03/08, 03/10)	CH 8: Pay Levels and Pay Structures	CH 9: Pay-for-Performance
Week 9 (03/15, 03/17)	<i>NO CLASS (HAPPY SPRING BREAK!)</i>	
Week 10 (03/22, 03/24)	CH 9: Pay-for-Performance	CH 10: Pay-for-Performance Plans
Week 11 (03/29, 03/31)	CH 10: Pay-for-Performance Plans	CH 10: Pay-for-Performance Plans
Week 12 (04/05, 04/07)	MIDTERM 2 (CH 7-10)	CH 11: Performance Appraisals
Week 13 (04/12, 04/14)	CH 11: Performance Appraisals	CH 12: Benefit Determination
Week 14 (04/19, 04/21)	CH 13: Benefit Options	CH 13: Benefit Options
Week 15 (04/26, 04/28)	CH 14: Government and Legal Issues	CH 14: Government and Legal Issues
Week 16 (05/03)	CH 14: Government and Legal Issues	