

Georgetown University
School of Continuing Studies
Master of Professional Studies in Human Resources Management
Course Syllabus, Spring 2014

Course: Global Comp and Benefits, MPHR-704

Class time: Monday, 5:20-7:50pm

Location: C121

Instructor: Charles T. Cisney

Office Hours: By Appointment

Contact Telephone: 703-568-5488

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Course Description:

The focus of this course is to provide Human Resources and other business professionals an understanding and overview of compensation and benefits issues that organizations should be aware of when engaging staff in global operations. HR practitioners should be able to engage a global comp and benefits process through critical thought, awareness and understanding of corporate strategy, and practical application.

This course will cover strategic, operational and tactical approaches to global compensation and benefits as they relate to an overall corporate strategy. In addition, this course will seek to enhance student capacity and understanding of expatriate and local staff compensation practices and enhance capacity to engage in and/or develop an effective compensation and benefit strategy through case studies, class discussion and other assignments.

Course Objectives:

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

- Demonstrate a comprehension of International Human Resource Management (IHRM) in the global operational context;
- Understand and successfully analyze multiple approaches to global compensation and benefits;
- Identify key terms related to global compensation and benefits;
- Apply critical thinking skills related to global compensation and benefits strategy.

Course Requirements: Students are expected to read assigned materials and to be ready to participate in class discussions. Students are strongly encouraged to utilize email and the Internet as resources for information about the class, networking, communication, and research. Supplemental reading material may be assigned during the term.

Required Texts

1. Global Compensation Foundations and Perspectives. Edited by Luis R. Gomez-Mejia and Steve Warner; Routledge, 2008, ISBN:978-0-415-77503-8.
2. International Human Resource Management. By Dennis R. Briscoe, Randall S. Schuler, Ibraiz Tarique; Routledge, 4th edition, 2012, ISBN: 978-0-415-88476-1.
3. Publication Manual of the American Psychological Association (2010). *Publication manual of the American psychological association* (6th ed.). Washington, D.C.: Author. ISBN-13-978-1-4338-0562-2

You must read and comprehend all required reading for each class as well as participate in class discussions.

Quizzes – The professor reserves the right to administer unscheduled quizzes.

Global Compensation and Benefits Schedule of Readings and Assignments

DATE	SESSION TOPICS	READINGS/ASSIGNMENTS
January 8	Introductions, review of Syllabus, course expectations and grading systems. Introduction to terminology	<ul style="list-style-type: none"> • Briscoe, Schuler and Tarique; Introduction, Chapters 1,2 • Gomez-Mejia and Warner; Chapter 1, 11 • HBR: <i>Global Workforce 2000</i> • HBR: <i>6 Dangerous Myths about Pay</i>
January 13	Global Organizations and Culture	<ul style="list-style-type: none"> • Briscoe, Schuler and Tarique; Chapters 3, 5, 6 • Harvard Business School – <i>National Culture and Management</i> • Harvard Business School – <i>The Hofstede Study</i> • Case Study: <i>Operating SFS</i> • <i>Making Global Pay Pay Off</i> http://www.hreonline.com/HRE/story.jsp?storyId=136812173
January 20	No Class MLK Holiday	•
January 27	Defining Global Compensation and Benefits	<ul style="list-style-type: none"> • Gomez-Mejia and Warner, Chapter 2, 11, 14 • Harvard Business School: <i>A Note on Compensation Research</i> • Kellogg Case Study – <i>Culture and Compensation</i> • World at Work: <i>Business as Unusual</i> • Assignment Due: 1-2 page short paper on the perceived challenges of administering International Comp and Benefits program
February 3	Defining Global Comp & Benefits (Continued)	<ul style="list-style-type: none"> • World at Work: <i>Global Comp Practices</i> • Case study discussion
February 10	Job Evaluation, Design & Analysis	<ul style="list-style-type: none"> • Harvard Business Case: <i>Designing an Effective Compensation System</i>
February 17	Variable and Merit Pay: Incentives, Recognition, & Bonuses	<ul style="list-style-type: none"> • Gomez-Mejia and Warner, Chapter 6 • Scaling Back: <i>How our Concept of Pay has changed</i> • World at Work: <i>The Role of Merit Pay</i> • World at Work: <i>Does Merit Pay Still have Merit?</i>

		<ul style="list-style-type: none"> • Harvard Business Case: <i>Developing an New Compensation Plan</i> • Assignment Due: Hofstede Culture Assignment & Paper
February 24	Global Compensation and Benefits program design	<ul style="list-style-type: none"> • Gomez-Mejia and Warner, Chapter 10 • Richard Kantor Q&A •
March 3	Overseas Global Operations: The concept of staff and duty of care	<ul style="list-style-type: none"> • Briscoe, Schuler and Tarique; Chapter 13 • Assignment Due: Case Study- Managing the Risks of a Global Workforce
March 10	SPRING BREAK!	NO CLASS
March 17	Expatriate/TCN Compensation Guest speaker: Global Comp & Benefits in practice	<ul style="list-style-type: none"> • Briscoe, Schuler and Tarique; Chapter 8, 9, 10 • Mercer Survey, HR's Expanding Frontier • HBR: <i>Developing Your Global Know-How</i>
March 24	Local National Compensation	<ul style="list-style-type: none"> • Gomez-Mejia and Warner, Chapter 12 • Assignment Due: Case Study – <i>In a World of Pay</i> by Bronwyn Fryer, November 2003 HBR • Hofstede Presentations
March 31	Total Comp and Performance Management	<ul style="list-style-type: none"> • Briscoe, Schuler and Tarique; Chapter 12 • HBR Case: <i>A Simpler Way to Pay</i> • Hofstede Presentations
April 7	Total Comp and Performance Management	<ul style="list-style-type: none"> • Briscoe, Schuler and Tarique; Chapter 12 • HBR Case: <i>A Simpler Way to Pay</i> • Hofstede Presentations
April 21	Global Executive Compensation	<ul style="list-style-type: none"> • Gomez-Mejia and Warner; Chapters 7, 9, 15, 16 • Kelley School: <i>Ethical Choices in the Design of Exec. Compensation</i> • Harvard Business Review: <i>Moments of Truth</i> • World at Work: <i>The Changing Face of Executive Comp</i> • Hofstede Presentations
April 28	Total Comp & Recruitment: Putting the pieces together	<ul style="list-style-type: none"> • HBR Case – <i>The Expat Dilemma</i> • Harvard Business: <i>Flexible Compensation & Benefits</i> • Quiz on course readings and concepts-
May 5	Course Conclusion and Debrief	<ul style="list-style-type: none"> • Assignment Due: Integrative Case Study and Case study discussion – Lincoln Electric

Overview of Course:

The above schedule is the general topical direction in which the course will proceed. There may be cases where this direction may change as current events dictate. Please read all required texts or related materials prior to each class.

There may be an instance where the syllabus might need to be altered, and as the professor, I retain the right to make any identified and necessary changes. In such instances, I will give notice of those changes to the class in a timely manner.

GRADING SCALE

Blackboard Discussions	5%
Short Paper	5%
Case Study Assignment	10%
Case Study Assignment	10%
Hofstede Assignment & Presentation	25%
Integrative Case Study	25%
Quiz	20%

Grading – Your final grade will be based on a combination of weekly assignments, quizzes, and other assignments, and your final paper. Collaboration will be valued in classroom activities, along with evidence of having completed reading assignments in preparation for class activities and assignments. **Weekly reading assignments and participation go hand-in-hand; it is therefore advised that you read required materials and come to class prepared to engage in substantive discussions. Everyone is expected and required to participate in class.**

Assignment 1 – As listed on Blackboard, you will craft a 1-2 page paper on the perceived challenges of administering and operationalizing a Global Compensation & Benefits program for an International organization.

Assignment 2, Hofstede Culture Assignment Paper – As listed on Blackboard, you are to write a 5-7 page review of your chosen country and deliver and present on your country of choosing.

Assignment 3 - As listed on Blackboard, you will write a 3-5 page paper answering the question at hand as it relates to the designated case in the week listed above.

Assignment 4 - As listed on Blackboard, you will write a 3-5 page paper answering the question at hand as it relates to the designated case in the week listed above

Assignment 5 – As listed on Blackboard, you will write a 5-8 page integrated response and paper to Lincoln Electric answering the questions listed on the assignment case study

Blackboard Discussions – Throughout the course of the semester you are responsible for identifying one area surrounding global HR, preferable comp and benefits related, and engaging the class in a blog discussion around the topic you select.

Quiz – A quiz will be delivered on course readings and concepts.

Assignments and grades will be posted on Blackboard. It is students' responsibility to check Blackboard to ensure that they are aware of assignments and other related communication from the professor.

The following is provided as a guide used for assessing grades in all areas of the grading system. There is no grade of D.

Listed below are grades and academic standards for each grade awarded. If you request a second review of your grade, the process will be conducted as if it were the first time the paper/exam is being graded. The result could be the same grade, a higher grade or a lower grade.

A = 95-100%

Clearly stands out as excellent work. An “A” grade work could be used as a model for other students to emulate. Shows excellent grasp of subject matter and conceptual integration. The presentation shows excellent in-depth analytical thinking and an elegantly innovative application. It is very well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

A- = 90-94%

Represents high quality performance. Shows excellent grasp of subject matter and conceptual integration. Shows a high level of thinking, analysis and application. It is very well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

B+ = 87-89%

Represents very good work. Shows thorough grasp of subject matter and effective application. Shows good thinking and analysis. It is well written and organized. Additional input is provided, relevant to the subject, from outside sources or personal experience.

B = 83-86 %

Represents satisfactory work. Shows adequate level of thinking and analysis. Standard of presentation, organization and appropriateness of application is adequate. Some level of additional input is provided.

B- = 80-82 %

Work is below graduate level expectations, marginally passing. Presentation is rather general, superficial, or incomplete and not very well written. Indicates minimal level of individual thought or effort with inadequate attempts at application.

C = 70-79%

Work is clearly unsatisfactory. It is poorly written and presented, shows poor analysis, misses important elements and lacks any noticeable attempts at application.

F = 69% and below

Fails to meet minimum acceptable standards.

Attendance: Students are expected at all meetings of the course. The SCS attendance policy is strictly adhered to. A student who misses more than two classes is subject to withdrawal from the class and a final grade of “F” in the course.

Late Papers: Except in rare circumstances, late papers are not accepted. In case of an emergency, this rule can be waived with appropriate documentation and cause. Requests for extensions must reach me no later than a week before the paper is due.

Incompletes

Incompletes are given in only the most extraordinary circumstances and with appropriate documentation. Where an incomplete is granted, a grade of “N” shall be granted until the work is handed in and, then, the grade shall be changed accordingly. In no case shall work submitted after the announced date (date will be announced in class) be granted an incomplete. The work shall be delivered no later than 4 p.m. on that day. Failure to adhere to this rule will result in an F.

Citation System

Students must use APA style in all papers submitted in the course.

SafeAssign (Blackboard) - Students agree that by taking this course all required papers will be subject to submission to SafeAssign for text matching algorithm for detection of plagiarism. All submitted papers will be added as source documents in the SafeAssign reference database solely for the purpose of detecting plagiarism of such papers in the future

Students with Disabilities Policy

- Students with documented disabilities have the right to specific accommodations that do not fundamentally alter the nature of the course. Some accommodations might include note takers, books on tape, extended time on assignments, and interpreter services among others. Students must obtain an official letter from the Academic Resource Center listing the exact accommodations needed.
- Students with disabilities should contact the Academic Resource Center (ARC) (Leavey Center, Suite 335; 202-687-8354; arc@georgetown.edu; <http://ldss.georgetown.edu/index.cfm>) before the start of classes to allow their office time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially and in a timely manner. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

Honor System

All students are expected to follow Georgetown’s honor code unconditionally. If you have not done so, please read the honor code material located online at:

<http://gervaseprograms.georgetown.edu/honor/system/>

The Honor Pledge

In pursuit of the high ideals and rigorous standards of academic life I commit myself to respect and to uphold the Georgetown University honor system;

To live out a commitment to integrity in all my words and actions;

To be honest in every academic endeavor;

And to conduct myself honorably, as a responsible member of the Georgetown community as we live and work together;

To live out the ideals of Georgetown University I commit myself to be a person for others in my daily life, respectful of difference and disagreement;

To care for this venerable campus and all of those with whom I share it;

And to fulfill in all ways the trust placed in me to carry on the Georgetown tradition.