Course design and expectations: This course is designed as a series of directed readings. It requires an extensive amount of reading, critical thinking, and writing. You are required to complete numerous written assignments as a part of this course.

Required Texts: There is a large amount of reading that is required for this course. However, it is important to note several things about the reading list below. First, there is no textbook for the course. Instead, I have assigned a number of popular press articles and book chapters. Therefore, they tend to be more engaging and much easier to read than are traditional textbooks. Second, the articles are available to you at no cost. You will need to download most of the readings from the WT library website, but they are free.

1. Required readings from Harvard Business Review (HBR) or academic journals are available through the WT library website. As I stated above, they are “free” to WT students. That is, you have paid for access to these articles through your tuition and fees.
2. Additional readings (book chapters and a few other things) will be available through WTClass.

COB Mission Statements: The mission of the College of Business is to provide high quality undergraduate and graduate business education with a global perspective and ethical awareness. We accomplish this through emphases on excellence in teaching, which is strengthened by faculty scholarship and supported by professional service.

COB Learning Goals: The College of Business at West Texas A&M University seeks to prepare students in the MBA degree program for careers in business and to foster their professional growth and advancement via the key learning goals. The key learning goals for the MBA are as follows:

1. Professional writing
2. Oral communication
3. Capacity to lead
4. Goal setting
5. Business ethics
6. Global business environment
7. Decision making
8. Strategic planning

Course Objectives: After completing this course, you should be able to:

1. Understand the differences between the types of pay plans that companies might implement.
2. Describe the advantages and disadvantages of different types of pay plan.
3. Understand the implications of different types of pay plans for particular jobs.
4. Explain how compensation plans may affect the behavior of employees.
5. Explain some of the ethical issues related to compensation.
6. Make effective decisions about how to compensate employees.
Map from COB learning goals to objectives for this course:

<table>
<thead>
<tr>
<th>Course Learning Objective</th>
<th>Maps to COB Learning goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3, 8</td>
</tr>
<tr>
<td>2</td>
<td>1, 3, 8</td>
</tr>
<tr>
<td>3</td>
<td>3, 5</td>
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<tr>
<td>4</td>
<td>1, 3, 4, 5</td>
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<td>5</td>
<td>1, 3, 5</td>
</tr>
<tr>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

**Course Grade Structure:** You grade in this course will depend on your performance on various writing assignments during the semester. A list of course assignments and their values relative to your final grade in the course is shown below. Specific descriptions of and instructions for each assignment are presented in the syllabus.

- Reading assignments (6 @ 10 pts. each) 60 points
- Midterm Assignment 30 points
- Course Project 30 points
- Final Exam 30 points
- Discussion Board Contributions (optional) 30 points
- **Total 150 points**

Please note that all assignments are due on at 11:59 p.m. CST on the due date listed in the syllabus. For example, Reading Assignment #1 is due by 11:59pm CST on June 8. To successfully submit an assignment you must submit a digital copy via the course website drop box. Your electronic submission must be uploaded to the correct drop box by 11:59pm on the date on which the assignment is due.

**Course Grade Distribution:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percent</th>
<th>Minimum points needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>100-89.5%</td>
<td>134.25</td>
</tr>
<tr>
<td>B</td>
<td>89.4-79.5%</td>
<td>119.25</td>
</tr>
<tr>
<td>C</td>
<td>79.4-69.5%</td>
<td>104.25</td>
</tr>
<tr>
<td>D</td>
<td>69.4-59.5%</td>
<td>89.25</td>
</tr>
<tr>
<td>F</td>
<td>59.4 and below</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
<td>Reading Due</td>
</tr>
<tr>
<td>--------------</td>
<td>--------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>June 5, 2017</td>
<td>Course introduction</td>
<td></td>
</tr>
<tr>
<td>June 7, 2017</td>
<td>Some basics of compensation</td>
<td>Pay for performance</td>
</tr>
<tr>
<td>June 11, 2017</td>
<td>More basics of compensation</td>
<td>What monetary rewards can and cannot do</td>
</tr>
<tr>
<td>June 13, 2017</td>
<td>Individual incentives</td>
<td>Six dangerous myths about pay</td>
</tr>
<tr>
<td>June 18, 2017</td>
<td>Rewarding salespeople</td>
<td>The right way to use compensation</td>
</tr>
<tr>
<td>June 20, 2017</td>
<td>Team incentives</td>
<td>The case of the unpopular pay plan</td>
</tr>
<tr>
<td>June 25, 2017</td>
<td>Rewarding star performers</td>
<td>How to keep A players productive</td>
</tr>
<tr>
<td>June 27, 2017</td>
<td>Pay secrecy</td>
<td>Most people have no idea whether they're paid fairly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>When salaries aren't secret</td>
</tr>
<tr>
<td></td>
<td></td>
<td>What the research says about the effects of open pay policies on employees' pay satisfaction and job performance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Why Obama is ending pay secrecy for federal contractors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>When the boss says, 'Don't tell your coworkers how much you get paid</td>
</tr>
<tr>
<td>June 30, 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 2, 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 9, 2017</td>
<td>Unintended consequences of pay</td>
<td>The best-laid incentive plans</td>
</tr>
<tr>
<td>July 10, 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>July 11, 2017</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This schedule is intended to be a general guide for the course. I reserve the right to change it at any time.
COURSE ASSIGNMENTS

Please note that all assignments are due on at 11:59 p.m. CT on the due date listed in the syllabus. For example, Reading Assignment #1 is due by 11:59pm CT on June 7. To successfully submit an assignment you must submit a digital copy via the course website drop box. Your electronic submission must be uploaded to the correct drop box by 11:59pm on the date on which the assignment is due.

My expectations for the course assignments are quite high. Although there are no length requirements for any of the assignments, I strongly recommend that you put considerable time and effort into your answers. Your answers should be comprehensive, accurate (if they reference information from the reading), and well-argued. Some of the questions may require you to find and incorporate information that is not included in the course readings (that is, you may have do some outside research). In the end, it is your responsibility to write answers that (a) demonstrate the level of work expected in a graduate course and (b) convince me that you took the assignments seriously.

READING ASSIGNMENTS: Each reading assignment is posted on WTClass. To complete the reading assignments, you must answer all of the questions listed for that assignment.

All individual assignments should be submitted to the electronic drop box that is provided in the WTClass folder for that assignment. There are 8 reading assignments due throughout the semester, which means that there will be 8 drop boxes. I will drop your lowest two reading assignment grades when computing your final course grade. Thus, your highest 6 reading assignment scores will count toward your final course grade.

It is important to remember that your papers are due at periodic intervals as noted on the syllabus. If you miss a due date, you will lose the points for that paper. If you wait until the last day of the semester to complete the papers and give them to me all at the same time, I will not grade the late papers. It is your responsibility to submit your papers on time.

DISCUSSION BOARDS: I will maintain a discussion board that is related to the course assignments. The purpose of the discussion boards is to provide a place for you to ask questions or offer insights about course readings or assignment questions. I will check the discussion boards on a regular basis during the semester and will respond to your comments and/or questions. My goal for the discussion board is that it will be a repository for information related to the course assignments. I will not grade your posts. Therefore, you are not required to post any comments to the discussion boards.

MIDTERM PROJECT: Because this project requires significant effort, I recommend that you start on the assignment well ahead of its due date. The project will require you to gather information from outside sources.

SEMESTER PROJECT: Because this project requires significant effort, I recommend that you start on the assignment well ahead of its due date. The project will require you to gather information from outside sources.

FINAL EXAM: The final exam in this course takes the form of an extended reading assignment. The exam will require you to gather information from outside sources. I recommend that you start on the exam well ahead of its due date.
MY COURSE POLICIES

Scholastic Dishonesty: You are responsible for being familiar with the definition of scholastic dishonesty, the University's Academic Integrity Code, as well as the COB Student Code of Ethics. Violations of either the University’s Academic Integrity Code or the COB Student Code of Ethics will be penalized at my discretion, with the maximum penalty being the assignment of a grade of F for the course. In addition, violating the Student Code of Ethics may make you ineligible for the following:
- Participation in student organizations sponsored by the COB.
- Recognition for College academic honors, awards, and scholarships.

Electronic Communications: I will send announcements and reminders via email. I will use your university email address for such communication. Please note that I am generally quite responsive to emails that I receive during CT business hours. However, I do not always check my email regularly during the evenings or on weekends. Thus, although I will sometimes respond to emails outside of business hours, I do not guarantee it. In addition, I will be completely off-grid for two weekends during this course with no access to email. These weekends are the weekend of 9-11 and June 30-July 2.

You might have at least two WT email accounts. I generally handle email through Outlook. When you send me an email through WTClass, the email is routed to my Outlook account. When I reply to you through Outlook, my email is often sent, automatically, to the WT email that is less commonly used. Thus, you need to check both of your accounts during this course.

Grade Appeals: If you have a concern about a grade that you receive on any assignment in this class you are invited to submit a written appeal within one week of receiving the grade in question. This appeal should outline your specific concerns with the grade and the evidence you have to support why it should be changed. I will consider your written appeal and communicate with you about the grade.

Late Work: Late assignments will not be accepted unless, prior to the due date for a given assignment, I have agreed to accept that late assignment.

Office Hours: Although I have listed regular office hours, I cannot guarantee that I will be in the office during every moment of my scheduled hours. Therefore, please keep in mind that I generally work from my office during CST business hours. Feel free to stop by my office at any time during the week. In addition, feel free to call whenever you would like to do so. Although I cannot guarantee that I will always be there, chances are good that I will be. In addition, feel free to call my office at any time during the week to set up an appointment if you would like to ensure that I will be in the office when it is convenient for you.

Pet Peeves: This is the part of the syllabus in which I tell you a few basic things that annoy me. I tend to think that it is only fair that I tell you in advance so that you can plan not to get on my nerves.

1. **Asking me to tell you what your grade is.** It is my goal to post assignment grades no later than 48 hours after you turn in an assignment. If you write your grades down (or check WTClass) you can, at any time, determine your grade for the course.

2. **Contacting me a few days before the semester is over and asking to me reconsider your grade on assignments from weeks ago.** As indicated above, you have one week of receiving the grade in question to appeal your grade for a given assignment.
OBJECTIVES

Objectives may include but are not limited to the following concepts put forth by the National Business Education Association: (1) Students in a communications component course are explicitly required to demonstrate knowledge of communication skills. Specific thinking skills. Specific course requirements and the role of the communications component with respect to student grading policy are (2) ability to research a topic, prepare a report, and present the findings to all organizational levels, and (4) ability to demonstrate critical-thinking skills. Specific course requirements and the role of the communications component with respect to student grading policy are at the discretion of the course instructor of record. (3) ability to organize a written and an oral message coherently and effectively, (2) ability to use technology for communication, (3) ability to promote an atmosphere in which all individuals may flourish. The COB Student Code of Ethics strives to set a standard of honest behavior that reflects well on students, the COB and West Texas A&M University. All students enrolled in business courses are expected to follow the explicit behaviors detailed in the Student Code of Ethics.

Code of Ethics

- Do not use notes, texts, solution manuals, or other aids for a quiz or exam without instructor authorization.
- Do not copy the work of others and/or allow others to view your answers or copy your work during a quiz, exam, or on homework assignments.
- Do not allow other parties to assist in the completion of your quiz, exam, homework, paper, or project when not permitted.
- Do not work with other students on projects or assignments without authorization from the course instructor.
- Properly cite and specifically credit the source of text, graphic, and web materials in papers, projects, or other assignments.
- Do not forge the signature of an instructor, advisor, dean, or another student.
- Provide truthful information for class absences when asking faculty for excused absences or for a make-up for a quiz, exam, or homework.
- Provide truthful information on your resume including work history, academic performance, leadership activities, and membership in student organizations.
- Respect the property, personal rights, and learning environment of all members of the academic community.
- Live up to the highest ethical standards in all academic and professional endeavors.

Students violating the Student Code of Ethics will be reported to the Dean’s office and are subject to penalties described in the West Texas A&M University Code of Student Life, which may include suspension from the University. In addition, a violator of the Student Code of Ethics may become ineligible for participation in student organizations sponsored by the COB and for recognition for College academic honors, awards, and scholarships.

COB Student Resources Link

The COB has developed a Student Resources repository (e.g., APA writing style information, business core reviews, facilities, and other helpful supplements), which can be found on the COB Website: http://www.wtamu.edu/academics/college-business-facilities-and-resources.aspx. Additionally, WTAMU has developed an Academic Study Skills information site to assist students (e.g., study habits, supplemental instruction, tutoring, writing and math skills), which can be found on the WTAMU Website: http://www.wtamu.edu/student-support/academic-study-skills.aspx. For WTAMU Writing Center information (for students needing writing assistance, guidance, and feedback), please visit: http://www.wtamu.edu/academics/writing-center.aspx.

COB Communications Component

Students earning a BBA degree must complete at least one course with a communications component as part of the business core requirements. The COB communications component is a requirement in the following courses: ACCT 4373 (Accounting Communications), BUSI 4333 (Cross-Cultural Issues in Business Communications), BUSI 4350 (Current Issues in Management Communications), BUSI 4380 (Conflict Resolution and Negotiation), BUSI 4382 (Emerging Media Law), CIDM 3320 (Digital Collaboration and Communication), ECON 4370 (Economics of Health Care), FIN 3350 (Personal Financial Planning), FIN 4320 (Investments), FIN 4321 (Portfolio Theory), MGT 3335 (Organizational Behavior), MGT 4380 (Conflict Resolution and Negotiation), and MKT 3342 (Consumer Behavior).

Students in a communications component course are explicitly required to demonstrate knowledge of communication skills. Specific objectives may include but are not limited to the following concepts put forth by the National Business Education Association: (1) ability to organize a written and an oral message coherently and effectively, (2) ability to use technology for communication, (3) ability to research a topic, prepare a report, and present the findings to all organizational levels, and (4) ability to demonstrate critical-thinking skills. Specific course requirements and the role of the communications component with respect to student grading policy are at the discretion of the course instructor of record.

Student Travel Opportunities

In multiple business courses, there may be opportunities for student travel supplemented by student fees. If you have an interest in such opportunities as they become available, please notify a faculty member.

Dropping/Repeating the Course

Should a student decide to drop the course, it is the student’s responsibility to be aware of the final drop dates and adhere to the WTAMU Add/Drop policy. Any student participating in the course after the WTAMU posted drop date will be considered active and a grade will be administered at the end of the course for that student. Students are charged a fee for any course attempted for a third or subsequent time at WTAMU other than a non-degree credit developmental course or exempted courses.
Scholastic Dishonesty
It is the responsibility of students and instructors to help maintain scholastic integrity at the University by refusing to participate in or tolerate scholastic dishonesty. Commission of any of the following acts shall constitute scholastic dishonesty. This listing is not exclusive of any other acts that may reasonably be said to constitute scholastic dishonesty: acquiring or providing information for any assigned work or examination from any unauthorized source; informing any person or persons of the contents of any examination prior to the time the examination is given in subsequent sections of the course or as a makeup; plagiarism; submission of a paper or project that is substantially the same for two courses unless expressly authorized by the instructor to do so; submission of a paper or project prepared by another student as your own. You are responsible for being familiar with the University's Academic Integrity Code, as well as the COB Student Code of Ethics listed in this document.

Viewpoints/External Websites Disclaimer
The views expressed in this document, web-based course materials, and/or classroom presentations and discussions are those of the professor and do not necessarily represent the views of West Texas A&M University, its faculty and staff, or its students. Views expressed by students are likewise those of the person making such statements. It is understood and expected that each individual within this course will respect and allow individual difference of opinion.

Neither the professor, the COB, nor WTAMU are responsible for the content of external websites discussed in the classroom and/or linked to via online course materials, emails, message boards, or other means. Referred websites are for illustrative purposes only, and are neither warranted nor endorsed by the professor, COB, or WTAMU. Web pages change frequently, as does domain name ownership. While every effort is made to ensure proper referencing, it is possible that students may on occasion find materials to be objectionable for reasons beyond our control.

Acceptable Student Behavior
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (Code of Student Life). Unacceptable or disruptive behavior will not be tolerated. Students engaging in unacceptable behavior may be instructed to leave the classroom. Inappropriate behavior may result in disciplinary action or referral to the University’s Behavioral Intervention Team. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc.

Technology Requirements
All technological requirements for the successful completion of this course are the responsibility of the student, including access to a working computer and or to a device with secure broadband Internet connection, data storage and retrieval, and state-of-the-art security. The student is responsible for all technological problems not related to WTAMU, including but not limited to equipment failures, power outages, and Internet breakdowns. Furthermore, students are responsible for all necessary technical and operational skills for completing this course, and for being familiar with WTC (the Blackboard Learning System) both in a general sense and in a specific sense as pertaining to this course and any materials stored within. The professor is not responsible for any technical matters related to WTC. Students must contact WTC if they have problems accessing and/or using the WTC environment.

Physical or Educational Access - ADA Statement
West Texas A&M University seeks to provide reasonable accommodations for all qualified persons with disabilities. This University will adhere to all applicable federal, state and local laws, regulations and guidelines with respect to providing reasonable accommodations as required to afford equal educational opportunity. It is the student's responsibility to register with Student Disability Services (SDS) and to contact faculty members in a timely fashion to arrange for suitable accommodations. Contact Information: Student Success Center, CC 106; www.wtamu.edu/disability; phone 806-651-2335.

Title IX Statement
West Texas A&M University is committed to providing a learning, working and living environment that promotes personal integrity, civility, and mutual respect in an environment free of sexual misconduct and discrimination. Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. Harassment is not acceptable. If you or someone you know has been harassed or assaulted, you can find the appropriate resources here:

- WTAMU Title IX Coordinator Becky Lopez – Kilgore Research Center 147, or call 806.651.3199
- WTAMU Counseling Services – Classroom Center 116, or call 806.651.2340
- WTAMU Police Department – 806.651.2300, or dial 911
- 24-hour Crisis Hotline – 800.273.8255, or 806.359.6699, or 800.692.4039 https://www.notalone.gov/

For more information, see the Code of Student Life.

WT Attendance Policy for Core Curriculum Classes

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For the purposes of learning assessment and strategic planning, all students enrolled in Core Curriculum or developmental courses at West Texas A&M University must swipe their Buff Gold cards through the card reader installed in the classroom/lab for each class/lab meeting.

**Evacuation Statement**
If you receive notice to evacuate the building, please evacuate promptly but in an orderly manner. Evacuation routes are posted in various locations indicating all exits, outside assemble area, location of fire extinguishers, fire alarm pull stations and emergency telephone numbers (651.5000 or 911). In the event an evacuation is necessary: evacuate immediately do not use elevators; take all personal belongings with you; report to outside assemble area and wait for further information; students needing assistance in the evacuation process should bring this to the attention of the instructor at the beginning of the semester.

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