

## **Annexe A: New/Revised Course Content in OBTL+ Format**

### **Course Overview**

The sections shown on this interface are based on the templates [UG OBTL+](#) or [PG OBTL+](#)

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to [Data Transformation Status](#) for more information.

Expected Implementation in Academic Year	
Semester/Trimester/Others (specify approx. Start/End date)	
Course Author * Faculty proposing/revising the course	Alan Goh (Senior Lecturer)
Course Author Email	alangoh@ntu.edu.sg
Course Title	TOTAL REWARDS MANAGEMENT
Course Code	BH2602
Academic Units	0
Contact Hours	39
Research Experience Components	

## Course Requisites (if applicable)

Pre-requisites	AB1202, AB1601
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

## Course Aims

Total rewards and their administration constitute the foundation upon which all successful employment relationships are built. This course introduces you to the concepts, theories, and frameworks that describe and explain how various components of a total rewards system work. Through the use of various learning modes that include case studies, textbook readings, class activities, team projects, lectures, and facilitated discussions, you will build up your understanding of the key role that pay and benefits occupy in both the overall business and HR competencies of a firm. Your knowledge will allow you to design and advise on rewards systems that strive to obtain a balance between internal fairness and external competitiveness, giving you an appreciation for how talent can be motivated to achieve desired outcomes from the employer organization's perspective. Finally, the knowledge and skills gained in this class will allow you to see how successful firms achieve competitive advantage through their compensation and benefits strategies which supports the development of an engaged workforce.

## Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

ILO 1	Apply the total rewards model to describe/ explain how companies use compensation and benefits to attract, motivate and retain talent.
ILO 2	Describe and explain how companies use compensation strategy to support the overall business and HR strategy in order to gain competitive advantage and organizational success.
ILO 3	Analyse and evaluate jobs to achieve internal alignment and fairness in terms of what jobs, skills and competencies are valued and rewarded.
ILO 4	Analyse market data to design a company pay structure based on pay level policies and pay mix strategies.
ILO 5	Evaluate different types of pay-for-performance programs and how they can be linked with performance appraisal to motivate employees and achieve organizational goals.
ILO 6	Identify the different types of employee benefits to design and administer successful benefit plan.

## Course Content

Week 1 - The Pay Model(GN Ch1, Straits Times: Salary not driving Job Satisfaction) Week 2 - Pay Strategy(GN Ch2, NY Times: Inside Amazon) Week 3 - Internal Alignment(GN Ch3) Week 4 - Job Analysis(GN Ch4, The Customer Service Agent (GN)) Week 5 - Job-based structures(GN Ch5, Job Evaluation at Whole Foods (GN)) Week 6 - Quiz I Person-based structures (GN Ch6) Week 7 - External Competitiveness(GN Ch7) Semester Break Week 8 - Pay levels, Mix, and Pay Structures(GN Ch8) Week 9 - Pay-for-Performance(GN Ch9, Ch10 (partial); Safelite Auto Glass) Week 10 - Performance Appraisal(GN Ch11; Vitality Health Enterprises) Week 11 - Quiz II Benefits Determination & Options(GN Ch12) Week 12 - Management: Making Total Rewards work(GN Ch18; Marshall & Gordon) Week 13 - Team Project Presentations(Team consulting project presentations) Note.This is a tentative schedule which may be subject to change as the semester progresses to suit the learning needs of students.

## Reading and References (if applicable)

Title:Compensation Author:Gerhart, B. and Newman, J. M. (GN) Publisher:McGraw-Hill, 13thedition, 2020 Call #: ISBN: 978-007-128945-3 Casebook •Performance Pay at SafeliteAuto Glass (A) (#:800291-PDF-ENG) •Performance Pay at Safelite Auto Glass (B) (#:800292-PDF-ENG) •Performance Management at Vitality Health Enterprises, Inc. (#:913501-PDF-ENG) •Marshall & Gordon: Designing an Effective Compensation System (A) (#:411038-PDF-ENG) •Marshall & Gordon: Designing an Effective Compensation System (B) (#:411099-PDF-ENG) •The Merit of a Points-based Merit System at the Edwards School of Business (#:W11603-PDF-ENG)Other Reading ResourcesJMMartocchio, Joseph J.Strategic Compensation: A Human Resource Management Approach(8thEdition), Pearson/Prentice Hall, 2015(Call #: HF5549.5.C67M387) WAW WorldatWorkHandbook of Compensation, Benefits & Total Rewards: A Comprehensive guide for HR professionals. 2ndEdition, 2021,WorldatWork (ISBN: 9780470085806). (Call #: HF5549.5.c67W927)

## Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	The Pay Model		GN Ch1, Straits Times: Salary not driving Job Satisfaction		GN Ch1, Straits Times: Salary not driving Job Satisfaction
2	Pay Strategy		GN Ch2, NY Times: Inside Amazon		GN Ch2, NY Times: Inside Amazon
3	Internal Alignment		GN Ch3		GN Ch3
4	Job Analysis		GN Ch4, The Customer Service Agent (GN)		GN Ch4, The Customer Service Agent (GN)
5	Job-based structures		GN Ch5, Job Evaluation at Whole Foods (GN)		GN Ch5, Job Evaluation at Whole Foods (GN)
6	Quiz I Person-based structures		GN Ch6		GN Ch6
7	External Competitiveness		GN Ch7		GN Ch7
8	Pay levels, Mix, and Pay Structures		GN Ch8		GN Ch8
9	Pay-for Performance		GN Ch9, Ch10 (partial); Safelite Auto Glass		GN Ch9, Ch10 (partial); Safelite Auto Glass
10	Performance Appraisal		GN Ch11; Vitality Health Enterprises		GN Ch11; Vitality Health Enterprises

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
11	Quiz II Benefits Determination & Options		GN Ch12		GN Ch12
12	Management: Making Total Rewards work		GN Ch18; Marshall & Gordon		GN Ch18; Marshall & Gordon
13	Team Project Presentations		Team consulting project presentations		Team consulting project presentations

## Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Seminars	The weekly interactive seminar sessions offer ample opportunities for open discussion and learning through dialogue and interaction. Conceptual and practical issues raised in class will challenge you to think critically and apply your ideas to actual business cases. These experiences will help you ensure that you have the foundational background and experience to achieve the above learning outcomes.
Team assignment(s)	The team-based assignments require you to work together with team mates to generate, analyse and deliver insight to an actual business problem. Thereby, sharpening your ability to explain and apply class concepts across a variety of contexts.
In-Class activities	Some learning outcomes for this course are skills which are practical in nature and cannot be achieved by reading and writing. The achievement of such learning outcomes requires hands-on experience, in-class activities provide such opportunities.

# Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Continuous Assessment (CA): Test/Quiz(Knowledge and Application Quizzes)	1 to 5	Acquisition of Knowledge	40	Individual		
2	Continuous Assessment (CA): Project(Team Case Analysis Project)	1 to 6	Problem Solving & Decision Making (PSDM)	20	Team		
3	Continuous Assessment (CA): Project(Team In-Class Performance)	1 to 6	Oral Communication and Teamwork & Interpersonal Skills (TWIPS)	20	Team		
4	Continuous Assessment (CA): Presentation(Individual Presentation)	1 to 6	Oral Communication	10	Individual		
5	Continuous Assessment (CA): Class Participation(Individual Participation)	1 to 6	Motivation & Development of Self & Others (MDSO)	10	Individual		

## Description of Assessment Components (if applicable)

### Important Notes:

Knowledge & Application Quizzes(40%) will be conducted in-class and will test your knowledge and understanding of concepts covered in both the assigned readings as well as in-class lectures/discussions. Absence from quizzes has to be substantiated with a valid MC that is endorsed by NBS UPO.

Team Case Analysis Project (20%)will require you to work in teams to analyse a case study using concepts learned throughout the semester. It will involve both a 10-page written report and presentation (20%) as well as an individually produced 3-minute video presentation (see below for details). The written report and powerpoint slides are due the day before class on week 13. More details will be released in the first few weeks of the semester.

Team In-Class Performance (20%)will be assessed via group work and mini-presentations that will be assigned and conducted during class sessions. A majority of these activities will be based around the assigned case/s for the day. See also document on pre-class reading questions.

Individual Presentation (10%) will be assessed via a 3-minute self-produced video about your own personal learnings and takeaways from the Team Case Analysis Project. Due 1 week after Team Case Analysis Presentations.

Individual Participation (10%): will be assessed based on individual motivation and behaviors displayed towards both peers and the instructor during class sessions.

Note.

a.Assessment details are provided in the attached rubrics.

b.To ensure that grades are assigned fairly based on the effort and contributions of individual team members, an end-of-semester peer evaluation will be conducted using to the assessment rubric in the Appendix (Teamwork & Interpersonal Skills Rubric) of the course outline. Students who are rated by their peers as performing and contributing below expectations will have their respective grades for the Team Case Analysis Project and Team In-Class Performance adjusted commensurately downwardsby at least one letter grade (e.g. from B to C) depending on severity of under-performance. Completing the Peer Evaluationsurvey is mandatory in order for students to receive a class grade.

#### Case Studies

Case studies form an important component of your learning experience. They not only serve as a reinforcement for key concepts and theories but also allow you to see how such understanding is played out in the actual workplace. As such coming to class prepared by reading each assigned case thoroughly is very important for your own learning as well as your ability to contribute in both individual and team-based activities (for both in person and online classes). To guide your reading and preparation, each case is accompanied by several assignment questions.

#### Project Team Formation

You are required to form project teams of five to seven members. Team contracts (template provided) have to be submitted to the instructor by week 2.

#### Formative Feedback

Feedback is central to this course. You will receive both written and verbal feedback from me on your team-based case analysis and presentations. Feedback on team presentations will be given in-class, whereas feedback on case analysis will be provided viaemail using the “Track Changes” feature on word.

## NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
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# Course Policy

## Policy (Academic Integrity)

## Policy (General)

## Policy (Absenteeism)

### Attendance

Your attendance in all the seminar sessions (physical and online) is required. Unexcused absences will be penalized through a reduced participation grade. Valid reasons include falling sick supported by a medical certificate and participation in NTU's approved activities supported by an excuse letter from the relevant bodies must be submitted to the Undergraduate Programme Office (UPO) for their review and approval. To aid the planning of class activities please inform me if you need to miss a seminar via email prior to the start of the class. Similarly, I would also appreciate advance notice if you know that you need to arrive late or leave early on a particular day. Please come to class on time. Coming in late disturbs the class, and disrupts the discussion.

## Policy (Others, if applicable)

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Last Updated By: Koh Yi Jing