



Business Department
College of Business & Professional Studies

BUAD 322 – Managing Employee Performance and Compensation –
Summer 7B 2021

Course Instructor: Joe Sprangel	
Email: jsprangel@marybaldwin.edu	Office Location: Virtual
Phone: 540-887-7067	Office Hours: By appointment

Course Description

This course discusses the skills and key processes needed to develop the employees to attain department and organizational goals. These skills will include setting clear expectations, providing positive and corrective feedback, and delivering an effective performance appraisal.

Course Objectives

The student will develop the following skills:

Knowledge of an effective employee performance plan	Knowledge of an effective compensation plan
Evaluation of employee performance	Evaluation of a compensation plan
Development of a leadership approach to maximizing employee performance	Development of a leadership approach to employee compensation
Increasing employee morale	How to do a compensation market analysis

Essential Learning Outcomes (ELO)

There is an equal need for discipline content and essential skill development for success in the workplace and graduate programs. These are built in across the major to include:

Critical and creative thinking (C)	Oral communication (O)
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Ethical reasoning and action (E)	Problem solving (P)
Information literacy (I)	Quantitative literacy (Q)
Inquiry and analysis (L)	Teamwork (T)
Foundations and skills for lifelong learning (F)	Written communication (W)

Instructional Materials

Text

The selected book and assignments were developed using the above outcomes in mind. The textbooks for the course are:

The Culture Blueprint: A Guide to Building the High-Performance Workplace Hardcover – January 17, 2015 by Robert Richman (Author), Dave Logan (forward) (Author), Beth Kirlin (Editor)

The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance – Copyright © 2001, Three Rivers Press, ISBN-10: 9781400054732, By James A. Autry.

Pay Matters: The Art and Science of Employee Compensation – Copyright © 2020, Lioncrest Publishing, First Edition, ISBN-10: 1544516681, By David Weaver.

Attock Refinery Limited: Performance Management – Publication Date 2015, Ivey Publishing (<https://www.iveycases.com/ProductView.aspx?id=74961>), By Stephen Risavy, Karen MacMillan, & Steven Munn.

Show Me the Money: Compensation at CEL – Publication Date 2019, Ivey Publishing (<https://www.iveycases.com/ProductView.aspx?id=104442>), By Stephen Risavy, Karen MacMillan, & Steven Munn.

In addition to the assigned text, course materials are available through the Grafton online library, through the Canvas classroom and through the Internet. Wikipedia and business dictionaries are not acceptable research sources for this course. As a reminder, scholarly, peer-reviewed research can be found through the journal articles in the library databases. In general, government or university sourced materials are not considered peer-reviewed research.

Grading Components

The following table lists the various assignments that will be graded during the course and associated points value toward the final grade. The table also identifies the related Essential Learning Outcomes (ELO) and whether the assignment outcome should be posted to the ePortfolio for the student.

Assignments	ELO	Points
Online discussion assignments	C	250
Attock Refinery Limited Case Study	C	150
Servant Leader Employee Performance Plan	W	200
Show Me the Money Case Study	C	150
Compensation Plan Video	O	150
Final Exam	P	100

	Total Points	1000
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Final Grade Scale

At the conclusion of the semester the student grades will be awarded using the following scale for the percentage of points earned.

A 93-100 (4.0)	C 73-76 (2.0)
A- 90-92 (3.7)	C- 70-72 (1.7)
B+ 87-89 (3.3)	D+ 67-69 (1.3)
B 83-86 (3.0)	D 63-66 (1.0)
D- 80-82 (2.7)	D- 60-62 (0.7)
C+ 77-79 (2.3)	

Course Schedule

Module	Dates	Reading Assignments	Assignments Due
1	3/2	<ul style="list-style-type: none"> Read the Introduction and Chapters 1-3 of The Culture Blueprint 	
	3/4		<ul style="list-style-type: none"> Initial Response to Discussion Questions
	3/8		<ul style="list-style-type: none"> DQ Follow up Responses
2	3/9	<ul style="list-style-type: none"> Read Chapters 4-7 of The Culture Blueprint 	
	3/11		<ul style="list-style-type: none"> Initial Response to Discussion Questions
	3/15		<ul style="list-style-type: none"> DQ Follow up Responses Exercise Submit the Attock Refinery Limited Case Study
3	3/16	<ul style="list-style-type: none"> Read Chapters 8-9 and Conclusion of The Cultural Blueprint 	
	3/18		<ul style="list-style-type: none"> Initial Response to Discussion Questions
	3/22		<ul style="list-style-type: none"> DQ Follow up Responses Submit Servant Leader Employee Performance Plan
4	3/23	<ul style="list-style-type: none"> Read Chapters 1-4 in Pay Matters 	
	3/25		<ul style="list-style-type: none"> Initial Response to Discussion Questions
	3/29		<ul style="list-style-type: none"> DQ Follow up Responses Submit the Show Me the Money Case Study
5	3/30	<ul style="list-style-type: none"> Read Chapters 5-8 in Pay Matters 	
	4/1		<ul style="list-style-type: none"> Initial Response to Discussion Questions
	4/5		<ul style="list-style-type: none"> DQ Follow up Response

6	4/6	• Read Chapters 9-12 in Pay Matters	
	4/8		• Initial Response to Discussion Questions
	4/12		• DQ Follow up Responses • Submit the Managing Employee Performance & Compensation Plan Video
7	4/13		
	4/15		
	4/19		• Submit Final Exam

Assignment Overview

A brief description of each assignment follows with more detail outlined in Canvas

Online Discussions

These include a variety of theoretical and practical discussions of the class material involving an initial analysis and critical follow up with class members. The details are in the discussion board assignments on Canvas.

Case Study

Your case study analysis should include the following:

- Read the case and identify the key problem(s)
- Research and develop three alternative problem(s) solutions
- Present the best solution and supporting rationale for the selected solution
- The document should include:
 - Introduction
 - Brief Background
 - Problem Definition
 - Proposed Problem Solutions
 - Selected Solution and Rationale
 - Recommendations

The case study analysis should be four pages in length using APA format.

Culture Blueprint Employee Performance Plan

Using the content in *The Culture Blueprint: A Guide to Building the High-Performance Workplace* write a 6-8 page plan for how you would use this approach to maximize the potential of a team you were assigned to lead. Use APA format to write the paper.

Employee Compensation Plan Video

Using the *Pay Matters: The Art and Science of Employee Compensation* develop a 10 minute video where you present as a consultant a plan to evaluate their employee compensation and why this would be beneficial to an executive management team.

Final Exam

The final exam will be posted on Canvas and completed per the provided instructions.

Course Policies

Plagiarism

The work that you present in this (or any other) class must be your own. Presenting the ideas – the words, expressions or concepts - of others without citing the source of those ideas is plagiarism. A student who fails to credit the source of an idea is violating the intellectual property rights of the original author. This applies to all work submitted - including but not limited to papers, case studies and discussion board postings. The minimum penalty for plagiarism is a grade of zero for the assignment; the maximum penalty is expulsion from Mary Baldwin University.

Responding to Disruptive Student Behavior

Mary Baldwin University is dedicated to the free pursuit of knowledge, and courses are designed and governed by the faculty in various ways to promote learning. The classroom ethos that instructors seek is both open to dissenting opinions and respectful of all members of the campus community. To that end, every instructor has the right and responsibility to maintain classroom order, and students, in adherence to the Mary Baldwin University Code of Conduct, are required to follow course policies and instructions regarding class behavior. Instructors may elect to hold students who engage in disruptive behavior accountable, in accordance with the published university policies and procedures.

<http://www.marybaldwin.edu/fac-staff/administrative-forms-documents/>

Students with Disabilities

Mary Baldwin University is sensitive to the needs of students with disabilities who are academically qualified and is committed to providing appropriate support. The college does not waive requirements for degrees or alter admissions requirements for any student, but we make every effort to accommodate students with identified and documented disabilities. Accommodations are available to students with disabilities that are available at <http://www.marybaldwin.edu/learning-skills/swd/> and

http://www.marybaldwin.edu/docs/acad_docs/lsc_disabilityfactsheet.pdf

Paper Format

For courses in the business program, the citation format follows that of the American Psychological Association (APA) 6th edition; the section on general academic writing should be followed. A description of the format may be found at the Owl at Purdue at: <https://owl.english.purdue.edu/owl/resource/560/01/> A sample research paper in APA format is also available on the Owl at Purdue website at: https://owl.english.purdue.edu/media/pdf/20090212013008_560.pdf

Attendance

Participation is an essential part of learning in this program. Participation (both the initial and subsequent interaction) within the discussion groups is required in the week in which the discussions are posted and active. If you will not be able to attend a weekly discussion because of a planned activity, e.g., business travel, contact your professor at least one week in advance of your absence. If you were not able to attend a weekly discussion due to unforeseen circumstances, advise your professor at your earliest opportunity. Multiple absences from any one or more than one class may jeopardize your standing in the program.

Late Assignments

Classes require regular and timely participation. Late assignments will be penalized by 5% for every 24 hours past the due date. **Assignments more than seven days late will not be accepted.** Due dates/times are set at Eastern Time. Any variance from this policy must be acknowledged by the Professor by email to the student. There are no alternate dates available for missed Discussion Group assignments.

Honor Code

Mary Baldwin students pledge to uphold the Honor Code. They pledge to refrain from cheating on assignments, papers and tests, to refrain from plagiarism, and always to be honest in their dealings with faculty, staff and other students. To maintain the integrity of the system, students, faculty and staff who witness Honor Code infractions are expected to report them.

Should I become aware of an Honor Code offense in this classroom, I will encourage the student(s) to self-report by e-mailing the Honor Council chairwoman or by filing an incident report at <https://cm.maxient.com/reportingform.php?MaryBaldwin>. If the student(s) does not self-report within 24 hours, I will submit the report myself.

If the Honor Code offense is related to a course assignment, the assignment will not receive an official grade until the Honor Council investigation (and, if necessary, hearing) is complete. I will not assess a grade penalty for an Honor Code infraction unless a student is found responsible by (or admits responsibility to) the Honor Council.