



## HR 311: TOTAL REWARD COMPENSATION SPRING 2023

**Course Prefix/Number:** HRM311  
**Course Title:** Total Reward Compensation  
**Core/Elective Course:**  
**Class Meeting Times:** MW 5:00 PM - 6:15 PM  
**Instructional Modality:** Classroom  
**Class Location:** A203

**Instructor:** Dr. Farah Naqvi  
**Office Location:** Tower A, Room A428  
**Office Phone:**  
**Email:** [fnaqvi@auk.edu.kw](mailto:fnaqvi@auk.edu.kw)  
**Office Hours:** MW 6:30 PM to 8:00 PM

### **COURSE DESCRIPTION:**

This course examines principles and practices of compensation management to support organizational mission and goals. Topics include job analysis, job evaluation, external market analysis, pay structures, salary administration, motivation theories and legal principles. It covers the concept of total compensation by examining the integrated roles of base pay, employee benefits, and incentive programs within an organization. The course is intended to equip the students with right set of competencies to design, develop, implement and/or administer total compensation and reward programs for companies.

### **AUK Mission Statement:**

The American University of Kuwait is a liberal arts institution based on the American model of higher education. It is dedicated to providing students with knowledge, self-awareness, and personal growth experiences that can enhance critical thinking, effective communication, and respect for diversity. AUK seeks to create leaders and lifelong learners who aspire to the highest standards of moral and ethical responsibility in their societies.

### **Department/College Mission Statement:**

The College of Business and Economics provides an American educational experience producing ethical, innovative, articulate, and globally agile graduates. The College of Business and Economics strives to uphold the following values: Freedom of thought, expression, and intellectual inquiry, respect for individual identity and rights, and cultural diversity, commitment to high standards of

morality, integrity, and social responsibility, and adherence to high professional standards and ethics.

**Degree of learning for each Program Learning Outcomes in this course:**

<b>Program Learning Outcomes (PLOs)</b>	
PLO1: <b>Communication:</b> Demonstrate effective English language communication skills in writing and oral presentations	A
PLO2: <b>Ethical behavior:</b> Articulate ethical and professional responsibilities, recognize ethical dilemmas, and formulate ethical strategies.	I
PLO3: <b>Critical thinking:</b> Identify, evaluate, analyze, and solve diverse and unstructured management problems in unfamiliar settings, use, synthesize, and evaluate data/ evidence, exercise judgment, and assess risks, understand the holistic and systemic nature of the organization and its internal and external environment.	A
PLO4: <b>Global and multi-cultural aspects of business:</b> Understand diverse cultures; develop intercultural skills; understand global processes; and be prepared for citizenship, both local and global.	A
PLO5: <b>Entrepreneurial behavior:</b> Entrepreneurship is value creation, iterative learning, opportunity identification, business development, venture creation and growth. Becoming entrepreneurial is personal development, creativity, self-reliance, initiative taking, and action orientation.	
PLO6: <b>Technology Agility:</b> Develop a mastery of appropriate ICT in decision- making.	

**Course Objectives:**

Upon the completion of this course, learners will be able to:

- Introduce components of compensation and benefits and its alignment with business strategy
- Design and implement compensation and benefits systems in organizations
- Equip with necessary skills to develop compensation and benefits programs

**Course Learning Outcomes:** Upon successful completion of the course, students will be able to:

1. Understand the fundamentals of design, funding, administration, and communication of compensation programs.
2. Recognize how pay decisions help the organization achieve an ethical competitive advantage.
3. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
4. Demonstrate comprehension by constructing a compensation system encompassing, internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.
5. Design rational and contemporary compensation systems in modern organizations.
6. Demonstrate the ability to communicate their knowledge orally and in writing.

Course Learning Outcomes (CLOs)	Corresponding PLO
CLO1:	PLO1, PLO3
CLO2:	PLO2
CLO3:	PLO3, PLO4
CLO4:	PLO3, PLO4
CLO5:	PLO3, PLO4
CLO6:	PLO1

### Course Delivery/Methodology:

For this course we will be meeting in-person and material will be presented through lectures and readings. All course material/lecture slides/readings will be posted on Moodle. All project deliverables must also be submitted through Moodle. You will be completing the following evaluations for this course: In Class Assignments/Quiz/Class Participation/ Midterm exam/Final Exam. To successfully complete this course, you must complete readings ahead of time, perform well in the assessments and actively participate in class discussions by the posted due dates and times.

### Required Textbook/Required Readings:

Martocchio J, J. (9th Edition). Strategic Compensation: A Human Resource Management Approach, Pearson

### Evaluations and Grading:

Evaluation Type	Weight	Link to PLO
Class Participation	10%	PLO1, PLO3
Quiz	10%	PLO1, PLO3 & PLO4
3 Class Assignments	10%+10%+10%=30%	PLO1, PLO2, PLO3 & PLO4
Midterm Exam	20%	PLO1, PLO2, PLO3 & PLO4
Final Exam	30%	PLO1, PLO2, PLO3 & PLO4
<b>Total</b>	<b>100%</b>	

**Class Participation:** the degree of involvement in class discussions, asking and answering questions, sharing ideas, recent trends, company examples and innovative thoughts pertaining to the topic of discussion.

**Quizzes:** One quiz will be conducted. The average score of the quiz along with active participation will count towards the final grade. Questions may be any one type or a combination of MCQs, Situation based or Short Answer formats.

**Class Assignments:** Three Class Assignments outlined in the course schedule are designed to assess learning (i.e., students' knowledge of specific topics and concepts), and encourage students to keep up with the course and show their knowledge of specific topics and concepts. Specific requirements will be highlighted by the instructor prior to the assessment date. The assignments can be a problem solving or case-based exercise.

**Midterm Exam:** The Midterm Exam (20 marks) will be conducted according to the schedule overleaf. Questions may be MCQs, situation-based questions, short Answer, or some combination thereof.

**Final Exam:** The final exam (30 marks) will be held according to the official university schedule. Questions may be MC, Exercises or Short Answer or some combination thereof.

No makeup quizzes or exams will be given. However, if a student fails to attend the exam for an acceptable reason (for example, as deemed by the CSW) then the exam will be re-weighted. No additional, individual exams, projects or assignments will be assigned to increase a student's grade. An oral assessment may be required if the final exam decided to be held online.

**Letter of grade is assigned based on the following scale**

**AUK Official Grading Scale:**

Letter Grade	Percentage	University Points
A	94-100	4.0
A-	90-93	3.7
B+	87-89	3.3
B	84-86	3.0
B-	80-83	2.7
C+	77-79	2.3
C	74-76	2.0
C-	70-73	1.7
D+	67-69	1.3
D	64-66	1.0
D-	60-63	0.7
F	0-59	0.0

**AUK Attendance Policy:**

Any student who misses more than 15% of class sessions of any course during a semester should expect to fail, unless she/he submits documented evidence to the course instructor of inpatient medical care, death of an immediate family member, academic instructional activities, or national athletic activities. If excused, students are required to satisfy all coursework due or assigned during their absence as determined by the course instructor. If a student does not submit documented evidence for her/his absence exceeding the limit, it is the student's responsibility to withdraw from the course by the specified deadline, as indicated on the academic calendar. Students who withdraw from a course receive a grade of "W". Students who do not withdraw from a course nor submit supporting documents for excessive absences will receive a grade of "FN" (failure for non-attendance).

### **Code of Academic Honesty and Integrity:**

Upon admission to the American University of Kuwait, students agree to act responsibly in all areas of academic, personal and social conduct and to take full responsibility for their individual and collective action. Such regulations are found in the American University of Kuwait Catalogue, Student Handbook, and the AUK website at [www.auk.edu.kw](http://www.auk.edu.kw). Any question of interpretation regarding the code of academic honesty and Integrity shall be reported to the appropriate academic dean. The Code shall be reviewed annually at the discretion of the academic deans. Any student or student organization found to have committed the cited violations or misconduct, either on or off campus, is subject to the disciplinary sanctions outlined in adjudication procedures.

Students are expected and encouraged to be honest and maintain the highest standards of academic integrity in their academic work and assignments at the university. Any act of academic dishonesty may result in severe consequences for violations.

### **Plagiarism:**

The term “plagiarism” includes, but is not limited to, an attempt of an individual to claim the work of another as the product of his or her own thoughts regardless of whether that work has been published. Plagiarism includes, but is not limited to, quoting improperly or paraphrasing text or other written materials without proper citation on an exam, term paper, homework, or other written material submitted to an instructor as one’s own work. Plagiarism also includes handing in a paper to an instructor that was purchased from a term paper service or downloaded from the Internet and presenting another person’s academic work as one’s own.

### **Cheating:**

The term “cheating” includes but is not limited to, copying homework assignments from another student; working together with another individual on a take-home test or homework when not approved by the instructor, looking at and/or copying text, notes or another person’s paper during an examination when not permitted to do so. Cheating also includes the giving of work information to another student to be copied and/or used as his or her own. This includes but is not limited to giving someone answers to exam questions either when the exam is being given or after having taken an exam; informing another student of specific questions that appear or have appeared on an exam in the same academic semester; giving or selling a term paper, report, project or other restricted written materials to another student.

### **Academic Support:**

Learning Support Services focuses on empowering students to become independent and successful learners by developing their literacy skills, enhancing their understanding, and helping them improve their academic and study skills. Learning Support Services is comprised of two centers: the Tutoring Center and the Writing Center. The Tutoring Center provides free academic support in various subjects to AUK student. Email: [tutoringcenter@auk.edu.kw](mailto:tutoringcenter@auk.edu.kw).

The Writing Center provides multilingual support (English, Arabic, French, and Spanish) through individual or small-group consultations. Email: [writingcenter@auk.edu.kw](mailto:writingcenter@auk.edu.kw)

### **Disability Accommodations:**

AUK provides equal and inclusive educational environment in order to enable all students to meet and perform requisite academic standards and to participate in the opportunities and activities of its community. If you believe you can benefit from accommodations for a learning, physical, or mental health disability, [click here to book a session through the Counseling Center/Disability Services Booking Page](#), to ask about disability services at AUK, initiate an accommodation plan, or receive disability services. You can also email [counseling@auk.edu.kw](mailto:counseling@auk.edu.kw) if you need assistance in booking a session.

### **Course Policies/Student Responsibilities: Student Responsibility for Learning**

I will organize, explain and illustrate course content and provide opportunities for you to learn. However, I cannot learn for you. You are responsible for learning. Accepting responsibility for learning, and so achieving academic success, requires you to adopt a mature non-adolescent attitude that does not blame anyone else for your failures. Instead, you must acknowledge your ability to control outcomes.

- Students are individually responsible for complying with regulations in the University Catalog. Failure to read, understand and/or comply with does not exempt students from the requirements.
- Students are expected to have read, understand and to obey the University's Code of Conduct and Academic Honesty. Students are required to read and sign the attached document pertaining to these expectations.
- Included in an AUK's code of conduct are the requirements that students must observe local and state laws as well as AUK's academic and behavioral regulations.
- Students are responsible for all course content. If a student misses a lecture for any reason, the student is responsible for all content and assignments that was presented during that lecture.
- Cell phones should not be used during class.
- The side conversation (on campus and online) makes it difficult for your classmates to listen and learn. So, please be considerate of others. If side conversation persists, you will be asked to leave the class and use a more appropriate setting. You will be considered absent from any class in which you are asked to leave.
- No electronic communication devices or recording devices will be permitted during quizzes and exams. Personal possession of any electronic device during quizzes and exams will be considered a violation of the Academic Integrity policy, which may result in a failing grade for the entire course.
- AUK requires instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. AUK openly encourages students to provide feedback to the instructors and to the College through the evaluation process.
- Students are expected to observe the Academic Integrity policy detailed in the AUK catalog at all times. Particular attention is drawn to the policies on plagiarism, inappropriate collaboration, and dishonesty. Your AUK Student Handbook has a section that describes the student code of conduct. A violation of the Academic Integrity policy may result in a failing grade for the entire course.
- Please be sure to use your official AUK email account, write your full name, and indicate which class and section you are taking when you send me an email. If you have a question, please check the syllabus first and if your question is not answered there, then please feel free to send an email and I will be happy to clarify. I respond to questions via email or posted on the discussion forum within 24 hours of receiving them; if I do not respond within 24 hours, please re-send the email. Please note I normally respond during these

working hours: 11:10 am to 02:10 pm UTR. Emails sent on weekends will be responded to on Sunday.

- All assignments must be submitted through Moodle. However, you may experience trouble submitting an assignment due to technology or internet issues. If such a situation does arise and you are unable to submit your assignment through Moodle, please send me an email at [fnaqvi@auk.edu.kw](mailto:fnaqvi@auk.edu.kw) and include the completed assignment. Please make sure that you email me the assignment before the deadline as this documents that you did finish everything by the due date and time, but that you just had a technology issue. This will ensure that your assignment will be accepted, and you will not get a 0. Once the technology or internet issue is resolved, please upload the assignment to Moodle. In general, always be sure to frequently save your files and keep backups of your assignments.

### Course Schedule:

Week	Topic	Assignments	Due Dates
1	Day 1: Introduction & Syllabus Review Day 2: Course description, learning outcomes, objectives, Grade distribution, Importance of Moodle and clear class rules & regulations.		
2	Day1: Strategic compensation: a component of human resource systems Day1: Strategic compensation: a component of human resource systems		
3	Day1: Traditional basis for pay Day2: Traditional basis for pay		
4	<b>Spring Break</b>		
5	Day1: Incentive Pay Day 2: In-Class Assignment 1	<b>Class Assignment 1 (10%)</b>	<b>8 March 2023</b>
6	Day1: Person Focused Pay Day2: Building internally consistent compensation systems		
7	Day1: Quiz Day2: Building internally consistent compensation systems	<b>Quiz (10%)</b>	<b>20 March 2023</b>
8	Day 1: Midterm Exam Briefing and Review Day 2: Midterm Exam	<b>Midterm Exam (20%)</b>	<b>29 March 2023</b>
9	Day1: Building market-competitive compensation systems Day2: Building market-competitive compensation systems		
10	Day1: Building pay structures that recognize employee contributions Day 2: In-Class Assignment 2	<b>Class Assignment 2 (10%)</b>	<b>12 April 2023</b>
11	Day1: Building pay structures that recognize employee contributions Day 2: Discretionary Benefits		
12	<b>Eid Holidays</b>		
13	Day 1: Compensating Executives Day 2: In-Class Assignment 3	<b>Class Assignment 3 (10%)</b>	<b>3 May 2023</b>
14	Day 1: Compensating Expatriates		

	Day 2: Compensating Expatriates		
15	Day 1: Challenges facing Compensation Professionals Day 1: Challenges facing Compensation Professionals		
16	Review and Discussion		
<b>Final Exam (30%)</b>			

There may be changes to the schedule and syllabus during the semester. When this happens, I will inform you in class and over email.

**Teaching and learning methodologies:**

S. No	Teaching Method/Instruction	
1	Lecturers	<input checked="" type="checkbox"/>
2	Assignments	<input checked="" type="checkbox"/>
3	Case Based Learning	<input checked="" type="checkbox"/>
4	Case analysis	<input checked="" type="checkbox"/>
5	Project Report	<input type="checkbox"/>
6	Seminars	<input checked="" type="checkbox"/>
7	Class participation / Reading	<input checked="" type="checkbox"/>
8	Online Discussion / Instructions	<input type="checkbox"/>
9	Guest Speaker Sessions	<input type="checkbox"/>
10	Others (specify)	<input type="checkbox"/>