



## **COMPENSATION AND BENEFITS MANAGEMENT (3 Credits)**

**PGDM -II (2013-2015)**

**Faculty: Prof. Shailendra Nigam**

**Term – IV**

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### **Objectives**

The key to success at every organization is their people. Having the right talent is pivotal to sustainability, growth and competitive advantage in a globally aligned, socially sensitive, future oriented organization.

What can you do as value adding HR Managers for the employees that will help retain them and boost the organization's performance? It's rewarding them for their performance and their efforts and it can be your ticket to a healthier, higher-performing organization. By rethinking your compensation, rewards and recognition strategies, you will be on the road to continual success.

The Course would help students in understanding and appreciating:

- ◆ The approaches that can be adopted in developing and managing compensation strategies for senior management
- ◆ Having practical guidance for developing and managing pay and reward systems for senior management
- ◆ Designing transparent Remuneration Framework
- ◆ Understanding and appreciation of Taxation in India
- ◆ How International Compensation is managed in a comparative world.

### **Pedagogy:**

It will be highly interactive and would include lecture-cum-discussion, Case Study analysis, Seminars, Presentation by the Students.

## Evaluation

The evaluation components with their weightages would consist of the following:

❖ Case Study analysis and Class participation	10%
❖ Class Quiz	20%
❖ Project Assignment and Presentation	20%
❖ Mid Term	20%
❖ End Term Exam	30%

## Text Book:

**Milkovich, G.T., Newman, J.M. & Venkataraman, C.S. (2009).  
Compensation, 9<sup>th</sup> ed. Tata McGraw-Hill, New Delhi.**

## Suggested Readings:

1. John Stredwick (1997), *Cases in Reward Management, Kogan Page Ltd.* London
2. Joseph J. Martocchio (2008), *Strategic Compensation-a HRM approach.* Prentice Hall
3. Henderson, Richard I., (2009), *Compensation Management in a Knowledge-Based World,* Pearson Education, Inc.
4. Richard Thorpe & Gill Homan (2001) *Strategic reward systems,* Prentice Hall
5. Geoff White and Janet Druker, (2002) *Reward management a Critical Text*
6. Armstrong, Michael 2nd edition (1<sup>st</sup> Indian Edition (2008)), *A Handbook of Employee Reward Management and Practice,* Kogan Page India Pvt. Ltd.

## Broad Course Outline and Session Plan

<u>Session</u>	<u>Topic</u>	<u>Case Study</u>
1 & 2	Overview of Compensation management: Pay developments in last two decades and the recent trends	Exercise: Compensation Perception <b>Chap: 1</b>
3 & 4	Reward Philosophy, Strategy and Policy Integration with business  <b>Aligning compensation to organization culture</b>	Case Study 1: Case Study 2: <b>Chap: 2 - 3</b>
5 & 6	Equal pay for work of equal value, equal pay reviews, market rate analysis, and role analysis.	Case Study 3: Case Study 4: <b>Chap: 4 – 5</b>
7 & 8	<u>Grade and Pay Structure</u>  The types of grade and pay structures, developing pay and grade structures	Case Study 5 : <b>Chap: 6, 8</b>
9 & 10	Pay for senior management-using financial, and market performance indicators	Case Study 6: Excercise : <b>Chap: 7</b>
11 & 12	Individual contingent pay, bonus schemes, team pay, paying for organizational performance, recognition schemes, performance management and reward. Stock, options and stock purchase plans	Case Study 7: Case Study 8: <b>Chap: 9 - 12</b>
13 & 14	Wages: Statutes and compliance issues Acts-Minimum Wages, Payment of wages, Payment of Bonus, Equal Remuneration, Gratuity,	Case Study 9: Case Study 10: <b>Chap: 13, 17</b>
15 & 16	Tax issues in compensation (with special reference to increasing the post-tax value of compensation)	Excercise
17&18	Overview of Global Compensation trends in MNCs and large Indian Organisation.	<b>Chap: 16</b>
19&20	<b>Project Presentation</b>	