

1. Record Nr.	UNINA9910154774503321
Autore	Martocchio Joseph J.
Titolo	Strategic compensation : a human resources management approach // Joseph J. Martocchio
Pubbl/distr/stampa	Boston : , : Pearson, , [2015] Â©2015
ISBN	1-292-07594-5
Edizione	[Eighth, global edition.]
Descrizione fisica	1 online resource (408 pages) : illustrations (some color)
Collana	Always learning
Disciplina	658.322
Soggetti	Compensation management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di contenuto	Cover -- Title -- Copyright -- Contents -- Preface -- Part I Setting the Stage for Strategic Compensation -- Chapter 1 Strategic Compensation -- A Component of Human Resource Systems -- Exploring and Defining the Compensation Context -- What Is Compensation? -- Core Compensation -- Employee Benefits -- A Historical Perspective on Compensation: The Road Toward Strategic Compensation -- Strategic Versus Tactical Decisions -- Competitive Strategy Choices -- Tactical Decisions that Support the Firm's Strategy -- Compensation Professionals' Goals -- How HR Professionals Fit into the Corporate Hierarchy -- How the Compensation Function Fits into HR Departments -- The Compensation Department's Main Goals -- Stakeholders of the Compensation System -- Employees -- Line Managers -- Executives -- Unions -- U.S. Government -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Competitive Strategy at Sportsman Shoes -- Endnotes -- Chapter 2 Contextual Influences on Compensation Practice -- Employment Laws that Influence Compensation Tactics -- Income Continuity, Safety, and Work Hours -- Pay Discrimination -- Civil Rights Act of 1964 -- Accommodating Disabilities and Family Needs -- Prevailing Wage Laws -- Laws that Guide Discretionary Employee Benefits -- Internal Revenue Code -- Employee Retirement Income Security Act of 1974 (ERISA) -- Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) -- Continuation of Coverage under COBRA -- Health Insurance Portability

and Accountability Act of 1996 (HIPAA) -- Pension Protection Act of 2006 -- Patient Protection and Affordable Care Act of 2010 (PPACA) -- Contextual Influences on the Federal Government as an Employer -- Labor Unions as Contextual Influences -- Market Influences -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Exempt or Nonexempt?.

Endnotes -- Part II Bases for Pay -- Chapter 3 Traditional Bases for Pay -- Seniority and Merit -- Seniority and Longevity Pay -- Historical Overview -- Who Participates? -- Effectiveness of Seniority Pay Systems -- Design of Seniority Pay and Longevity Pay Plans -- Advantages of Seniority Pay -- Fitting Seniority Pay with Competitive Strategies -- Merit Pay -- Who Participates? -- Exploring the Elements of Merit Pay -- Performance Appraisal -- Types of Performance Appraisal Plans -- Exploring the Performance Appraisal Process -- Strengthening The Pay-For-Performance Link -- Link Performance Appraisals to Business Goals -- Analyze Jobs -- Communicate -- Establish Effective Appraisals -- Empower Employees -- Differentiate among Performers -- Possible Limitations of Merit Pay Programs -- Failure to Differentiate among Performers -- Poor Performance Measures -- Supervisors' Biased Ratings of Employee Job Performance -- Lack of Open Communication between Management and Employees -- Undesirable Social Structures -- Factors Other than Merit -- Undesirable Competition -- Little Motivational Value -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Appraising Performance at Precision -- Endnotes -- Chapter 4 Incentive Pay -- Exploring Incentive Pay -- Contrasting Incentive Pay with Traditional Pay -- Individual Incentives -- Defining Individual Incentives -- Types of Individual Incentive Plans -- Advantages of Individual Incentive Pay Programs -- Disadvantages of Individual Incentive Pay Programs -- Group Incentives -- Defining Group Incentives -- Types of Group Incentive Plans -- Advantages of Group Incentives -- Disadvantages of Group Incentives -- Companywide Incentives -- Defining Companywide Incentives -- Types of Companywide Incentive Plans -- Designing Incentive Pay Programs -- Group versus Individual Incentives.

Level of Risk -- Complementing or Replacing Base Pay -- Performance Criteria -- Time Horizon: Short Term versus Long Term -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Individual or Team Reward? -- Endnotes -- Chapter 5 Person-Focused Pay -- Defining Person-Focused Pay: Competency-Based, Pay-for-Knowledge, and Skill-Based Pay -- What Is a "Competency"? -- Usage of Person-Focused Pay Programs -- Reasons to Adopt Person-Focused Pay Programs -- Technological Innovation -- Increased Global Competition -- Varieties of Person-Focused Pay Programs -- Contrasting Person-Focused Pay With Job-Based Pay -- Advantages of Person-focused Pay Programs -- Advantages to Employees -- Advantages to Employers -- Disadvantages of Person-focused Pay Programs -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Person-Focused Pay at Mitron Computers -- Endnotes -- Part III Designing Compensation Systems -- Chapter 6 Building Internally Consistent Compensation Systems -- Internal Consistency -- Job Analysis -- Steps in the Job Analysis Process -- Legal Considerations for Job Analysis -- Job Analysis Techniques -- U.S. Department of Labor's Occupational Information Network (O*NET) -- Job Evaluation -- Compensable Factors -- The Job Evaluation Process -- Job Evaluation Techniques -- The Point Method -- Alternative Job-Content Evaluation Approaches -- Alternatives to Job Evaluation -- Internally Consistent Compensation

Systems and Competitive Strategy -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Internal Consistency at Customers First -- Endnotes -- Chapter 7 Building Market-Competitive Compensation Systems -- Market-Competitive Pay Systems: The Basic Building Blocks -- Compensation Surveys -- Preliminary Considerations -- Using Published Compensation Survey Data.

Compensation Surveys: Strategic Considerations -- Compensation Survey Data -- Updating the Survey Data -- Integrating Internal Job Structures with External Market Pay Rates -- Compensation Policies and Strategic Mandates -- Pay Level Policies -- Pay Mix Policies -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Nutriment's New Hires -- Endnotes -- Chapter 8 Building Pay Structures that Recognize Employee Contributions -- Constructing a Pay Structure -- Step 1: Deciding on the Number of Pay Structures -- Step 2: Determining a Market Pay Line -- Step 3: Defining Pay Grades -- Step 4: Calculating Pay Ranges for Each Pay Grade -- Step 5: Evaluating the Results -- Designing Merit Pay Systems -- Merit Increase Amounts -- Timing -- Recurring versus Nonrecurring Merit Pay Increases -- Present Level of Base Pay -- Rewarding Performance: The Merit Pay Grid -- Merit Pay Increase Budgets -- Designing Sales Incentive Compensation Plans -- Alternative Sales Compensation Plans -- Sales Compensation Plans and Competitive Strategy -- Determining Fixed Pay and the Compensation Mix -- Designing Person-focused Programs -- Establishing Skill Blocks -- Transition Matters -- Training and Certification -- Pay Structure Variations -- Broadbanding -- Two-Tier Pay Structures -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: A New Sales Representative -- Endnotes -- Part IV Employee Benefits -- Chapter 9 Discretionary Benefits -- An Overview of Discretionary Benefits -- Components of Discretionary Benefits -- Protection Programs -- Paid Time Off -- Services -- The benefits and costs of Discretionary Benefits -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Time Off at Superior Software Services -- Endnotes.

Chapter 10 Employer-Sponsored Retirement Plans and Health Insurance Programs -- Exploring Retirement Plans -- Origins of Employer-Sponsored Retirement Benefits -- Trends in Retirement Plan Coverage and Costs -- Qualified Plans -- Minimum Standards for Qualified Plans -- Defined Benefit Plans -- Minimum Funding Standards -- Benefit Limits and Tax Deductions -- Defined Contribution Plans -- Individual Accounts -- Investments of Contributions -- Employee Participation in Investments -- Minimum Funding Standards -- Contribution Limits and Tax Deductions -- Types of Defined Contribution Plans -- Section 401 (k) Plans -- Profit Sharing Plans -- Stock Bonus Plans -- Employee Stock Ownership Plans -- Hybrid Plans: Cash Balance Plans -- Defining and Exploring Health Insurance Programs -- Origins of Health Insurance Benefits -- Health Insurance Coverage and Costs -- Fee-for-Service Plans -- Features of Fee-for-Service Plans -- Managed Care Plans -- Health Maintenance Organizations -- Features of Health Maintenance Organizations -- Preferred Provider Organizations -- Features of Preferred Provider Organizations -- Deductibles -- Coinsurance -- Point-of-Service Plans -- Specialized Insurance Benefits -- Prescription Drug Plans -- Mental Health and Substance Abuse -- Features of Mental Health and Substance Abuse Plans -- Consumer-Driven Health Care -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: A Health Savings Account at Frontline PR -- Endnotes -- Chapter 11 Legally Required Benefits -- An Overview of Legally Required Benefits -- Components of Legally

Required Benefits -- Social Security Act of 1935 -- State Compulsory Disability Laws (Workers' Compensation) -- Family and Medical Leave Act of 1993 -- The benefits and costs of Legally Required Benefits -- Designing and Planning The Benefits Program. Determining Who Receives Coverage.

Sommario/riassunto

For graduate and undergraduate courses in compensation, staffing, and human resources. The art and science of compensation practice. Strategic Compensation: A Human Resource Management Approach illustrates the art and science of compensation practice and its role in promoting a company's competitive advantage. MyManagementLab for Strategic Compensation is a total learning package. MyManagementLab is an online homework, tutorial, and assessment program that truly engages students in learning. Please note that the product you are purchasing does not include MyManagementLab.

MyManagementLab Join over 11 million students benefiting from Pearson MyLabs. This title can be supported by MyManagementLab, an online homework and tutorial system designed to test and build your understanding. Would you like to use the power of MyManagementLab to accelerate your learning? You need both an access card and a course ID to access MyManagementLab. These are the steps you need to take:

1. Make sure that your lecturer is already using the system Ask your lecturer before purchasing a MyLab product as you will need a course ID from them before you can gain access to the system.
2. Check whether an access card has been included with the book at a reduced cost If it has, it will be on the inside back cover of the book.
3. If you have a course ID but no access code, you can benefit from MyManagementLab at a reduced price by purchasing a pack containing a copy of the book and an access code for MyManagementLab (ISBN: 9781292059310)
4. If your lecturer is using the MyLab and you would like to purchase the product... Go to www.mymanagementlab.com to buy access to this interactive study programme. For educator access, contact your Pearson representative. To find out who your Pearson representative is, visit www.pearsoned.co.uk/relocator.
