
MOS 3342A Compensation and Benefits Management
Course Outline: Section – 002 / Fall 2014

1. Course Information:

1.1. Class Location and Time:

Room: Arthur & Sonia Labatt Health Sciences Building (HSB), Room 11

Time: Tuesdays, 2:30 – 5:30pm

1.2. Instructor: Jennifer Robertson

Office: SSC 4309

Office Hours: Wednesdays 4-6pm; Thursdays, 9-11am; By Appointment

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Email: jennifer.robertson@uwo.ca (Email turnaround time of one business day)

Website Address: <https://owl.uwo.ca/portal/site/Of126dbb-8190-42e2-81b1-0ad1b92928b6>

**To make an appointment to see me during office hours, the best way to reach me is by e-mail since I am not always in my office to answer the phone. When e-mailing me about this course please put MOS 3342A in the subject line of the e-mail.

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

2. Calendar Description

The purpose of this course is to introduce a systematic framework for identifying and designing compensation systems that add value to organizations. Topics include compensation system components, strategic and behavioural compensation frameworks, technical processes for compensation, and the implementation, management and evaluation of individual and group pay systems.

2.1. Antirequisite(s): None

2.2. Prerequisite(s): Enrollment in 3rd or 4th year of BMOS.

2.3. Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

3. Course Materials

3.1. Textbook: Milkovich, George T., Jerry M. Newman, Bruce Gerhart, Nina Cole and Margaret Yap. *Compensation. Fourth Canadian Edition.* McGraw-Hill Ryerson, 2013. [ISBN 978-0-07-105156-9]. It is strongly recommended that you purchase the textbook as it will be used extensively.

3.2. Course Package (CP): The course package, “MOS: 3342A: Compensation and Benefits Management,” can be purchased at the Western Book Store. It is strongly recommended that you purchase the course pack as critical readings are included in the course pack.

3.3. Additional readings may be handed out in class or can be accessed through the Western University Library Website.

3.4. Class Power Point Slides: Copies of class slides will be posted on the course website by 5:00 p.m. on the day before each class. Class attendance is highly recommended because not all material covered in class lecture will be covered in the readings. At the same time, not all material covered in the readings will be discussed in lecture.

4. Course Objectives and Format

4.1. Course Objectives: This course focuses on the choices that confront Canadian managers who wish to manage compensation strategically. These choices will be understood through the guiding principles of effective compensation systems: internal alignment, external competitiveness, employee contributions, and management of the pay system. Using the Total Compensation Model, an integrated decision-making framework, this course is designed to provide students with an understanding of the “art and science” of creating strategic compensation and rewards systems with due regard to the legal context. Discussion and applications of recent theory, research, and practice will outline the way in which managers decide what to pay each employee.

4.2. Learning Outcomes: Upon successful completion of this course students will be able to:

1. Apply the pay model to understand how and why pay systems work.
2. Explain how organizations develop and implement pay systems.
3. Recognize the effect of law and regulation on compensation and benefit practices.

4.3. Course format: This course will involve lectures, discussions, case studies, class exercises and video presentations. It is expected that students will have completed the assigned readings and other preparation prior to class so that they can actively participate in class exercises and discussions.

5. Evaluation

Your final mark will be a product of your performance in this course and will be calculated using the weight assigned to each course component, as shown below:

“Check in” Quizzes	15%
Mid-term examination (Date: October 21st)	25%
Research Assignment Abstract (Due: November 11th)	5%
Paper (Due: November 28th at 11:59 pm)	25%
Final Examination (Scheduled during December exam period)	30%

5.1. “Check in” Quizzes: Throughout the semester, four “check in” quizzes will be conducted as indicated in the lecture schedule. Each quiz is designed to ensure you: (a) have adequately prepared for each class (i.e., completed assigned readings) and (b) understand course material. These quizzes will consist of two questions about the concepts and techniques discussed in the lecture’s assigned readings. The lowest mark of your four quizzes will be dropped to form your final mark (thus, each of the three final quizzes will be worth 5%). Further details about these quizzes will be provided during class time.

5.2. Midterm Exam: The midterm exam will take place on **October 21st at 2:30 pm, during class time** and will be two hours long. The exam will consist of multiple choice, short and long answer questions. Students will be tested on **ALL** course material, including what is covered in lectures (including class activities and video presentations), the text, and additional readings. This is a closed book examination. **Dictionaries are NOT allowed.**

5.3. Final Exam: The final exam will be scheduled during the exam period by the Registrar and will be 3 hours long. The final exam will focus largely on material covered in the last half of the course, however, material from the first half of the class will be tested and some questions will ask students to integrate all material. Like the midterm, students will be tested on **ALL** course material, including what is covered in lectures (including class activities and video presentations), the text, and additional readings. This is a closed book examination. **Dictionaries are NOT allowed.**

**** Note on exams:** Exams will not be returned to students but may be reviewed in the instructor’s office. Exams will be scored using the program Scan Exam which examines the

answer sheets for unusual coincidences in the pattern of answers given, which may be indicative and used as supporting evidence of cheating.

5.4. Research Assignment: You are required to write an 8–10 page (approximately 300 words per page excluding cover page and Reference pages) research and opinion paper on a compensation related topic, as described in the Guidelines for Compensation Trends Research Report available on the course website. The Guidelines describe requirements, format and content expectations for your research assignment, as well as hints and suggestions to make the assignment as enjoyable as possible. You are expected to access and read the Guidelines prior to commencing the assignment.

Deadlines:

Abstract: An abstract outlining the course relevant topic for your research assignment is required and due by the beginning of class on **November 11th, 2014**. The one-page abstract shall consist of 1–2 concise paragraphs identifying your research goal, source of inspiration, possible emerging trends, and at least 3 research sources located in your preliminary literature review. **Worth:** 5%

Research Assignment: You are required to submit a digital copy of your assignment to Turnitin.com (via the Assignments Dropbox on the SAKAI course website) by **11:59pm on November 28th, 2014**. **Worth:** 25%

**** Notes regarding all assignments:**

1. Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades will **NOT** be allowed. Grades will **NOT** be adjusted on the basis of need. It is important to monitor your performance in the course. **Remember:** You are responsible for your grades in this course.
2. You are expected to submit your assignments by the deadlines indicated. I **DO NOT** accept late assignments. All assignments (e.g., projects, class preparation assignments) should be turned in on time to receive credit. The only exception will be for those rare cases of documented emergencies (i.e., hospitalization, family funerals). This policy may sound harsh, but it is meant to encourage everyone to submit assignments on-time and to guarantee that those people who made sacrifices to turn in their assignments on time are not penalized.
3. If a student wishes to dispute a grade and/or request that an assignment/exam be remarked, they must wait at least two days after receiving the grade before requesting that the grade be changed and/or the assignment/exam be remarked. Students must also provide a written document that outlines: a) the part of the assignment/exam the student wishes to have remarked; and b) a detailed discussion why the grade should be changed and/or the assignment/exam be remarked. This discussion should include course material that supports the student's reason why the grade should be changed and/or the

assignment/exam be remarked. Requests to have grades changed and/or an assignment/exam remarked must be made within two weeks of receiving the grade.

4.

6. Lecture and Examination Schedule

Class Breakdown

(Please note that this schedule is subject to change with ample notice to students.)

Date	Topic	Readings
Week 1 Sept 9	Introduction to MOS 3342; The Pay Model	Text: Chapter 1
Week 2 Sept 16	Strategy: The Totality of Decisions	Text: Chapter 2 Additional reading (available online through Western Library website): Kerr, S. (1993-2005). On the folly of rewarding A, while hoping for B. <i>The Academy of Management Executive</i> , 9, 7-14.
PART I: INTERNAL ALIGNMENT: DETERMINING THE STRUCTURE		
Week 3 Sept 23	Defining Internal Alignment	Text: Chapter 3 Quiz #1
Week 4 Sept 30	Job Analysis/Research Report Information	Text: Chapter 4 CP: Sanchez, J.I. & Levine, E. (2000). Accuracy or consequential validity: which is the better standard for job analysis data? <i>Journal of Organizational Behaviour</i> , 21, 809-818.
Week 5 Oct 7	Job Based Structures and Job Evaluation	Text: Chapter 5 Quiz #2
Week 6 Oct 14	Person Based Pay Structures/Midterm Exam Information	Text: Chapter 6 CP: Dierdorff, E. C., & Surface, E. A. (2008). If you pay for skills, will they learn? Skill change and maintenance under a skill-based pay system. <i>Journal of Management</i> , 34, 721-743.
Week 7 Oct 21	Midterm Exam	In Class Exam
PART II: EXTERNAL COMPETITIVENESS: DETERMINING THE PAY LEVEL		
Week 8 Oct 28	Defining Competitiveness	Text: Chapter 7
Week 9 Nov 4	Designing Pay Levels, Mix and Pay Structures	Text: Chapter 8 Quiz #3
PART: III EMPLOYEE CONTRIBUTIONS: DETERMINING INDIVIDUAL PAY		
Week 10 Nov 11	Employee Benefits	Text: Chapter 9 Research Assignment Abstract Due
Week 11 Nov 18	Pay-For-Performance: Performance Appraisal and	Text: Chapter 10 Quiz #4

	Plan Design	CP: Herzberg, F. (1969). One more time, how do you motivate employees? <i>Harvard Business Review</i> , 47, 53-62.
PART IV: MANAGING THE SYSTEM		
Week 12 Nov 25	Pay-For-Performance Plans	Text: Chapter 11 CP: Jenkins, G. D., Mitra, A., Gupta, N., & Shaw, J.D. (1998). Are financial incentives related to performance? A meta-analytic review of empirical research. <i>Journal of Applied Psychology</i> , 83, 777-787. Research Assignment Due November 28th at midnight
Week 13 Dec 2	The Role of Government and Unions in Compensation/Final Exam Information	Text: Chapter 12

7. University Policy Regarding Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to

provide documentation indicating simply that the student was seen for a medical reason or was ill).

A form to be completed by off-campus physicians is available at:

<http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

7.1. Make Up Examinations

7.1.1. The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling Office).

7.2. Attendance

7.2.1. It is expected that students will attend all classes. If students are sick, I do not expect them to come to class. Rather, I encourage that they stay home so that they do not infect other students and myself. If students are sick, they are expected to obtain missed materials from other students.

8. University Policy on Cheating and Academic Misconduct

8.1. Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

8.2. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

8.3. The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

9. Procedures For Appealing Academic Evaluations

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

10. Student Responsibilities

10.1. Attendance/Contribution:

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Students are expected to actively participate in a way that offers valuable contributions to class discussion. A good contribution to class discussion is a comment that possesses one or more of the following properties:

- (1) It offers a different and unique, but relevant, insight to the issue; moves the discussion and analysis forward to generate new insights;
- (2) It builds on the preceding discussion; relates to a personal anecdote or experience in a way that helps to illuminate the ideas being discussed; and

(3) It uses logic, evidence, and creative thinking (argument), so that it is more than merely an expression of an opinion or feeling (assertion).

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

10.2. Cell Phones and Lap Tops:

Students must turn their cell phones off while in class. Under no circumstances should a cell phone be used in any way during class time. Although laptops may be used in class, I expect that students use laptops in ways that will enhance their classroom experience only. Note that there will be times (e.g., during class discussions) when I will expect your laptops to be down. I expect that students DO NOT distract themselves and other students with their laptops. This includes, but is not limited, to signing into social network websites, watching videos online, chatting online, writing/reading e-mails and visiting websites that are not relevant to the course.

11. Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>

Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>.

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help."

12. Other Issues

12.1. Grade Policy:

The DAN Program has a grade policy which states that for courses in the 3300-4499 range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range

may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

12.2. Short Absences:

If you miss a class due to minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

12.3. Extended Absences:

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

12.4. Academic Concerns:

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

12.5. Important Dates:

September 1: Labour Day
September 4: Classes begin
October 13: Thanksgiving
October 30 & 31: Fall Study Break
December 3: Classes end
December 4 and 5: Study Days
December 6 – 17: Mid-year exam period

13. Other Information

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>