
MOS 3342B COMPENSATION AND EMPLOYEE BENEFITS

Course Outline: Section – 650 / Winter 2017

1. Course Information:

1.1 Class Location and Time:

Weekly Online Through OWL

1.2 Contact Information:

Assistant Professor: Dr. Jody Merritt Office: SSC 4434
Office Hours: Wednesdays 5:15 p.m. – 6:15 p.m. (by appointment)
Phone: 519-661-2111 x81098
Email: jmerrit9@uwo.ca
Website Address: <http://owl.uwo.ca/portal>

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

2.1 Course 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.

Prerequisites for MOS 3342A/B: Enrolment in 3rd or 4th year of the BMOS program.

2.2 Senate Regulations

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. Textbook

Strategic Compensation in Canada, Fifth Edition. Nelson Education, 2014. ISBN: 13- 978-0-17-650968-2; Authors: Richard J. Long. Additional readings may include class handouts or articles on the internet, and/or readings to be accessed from the western Online Library Catalogue in electronic resources. Please see the weekly class participation and contribution section of this outline. Additional readings assigned can be accessed through the UWO library website.

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. 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.

4.2 Course Format

In each weekly lecture, numerous examples, role plays, case exercises and class discussion will be introduced to illustrate how theoretical concepts of strategic compensation are applied in practice. Students are expected to read all assigned chapters in the course textbook, all assigned additional reading, and apply that knowledge to class exercises and discussions. Students are also required to conduct research on one organization’s compensation practices using a wide variety of resources from both the UWO library catalogue, interviews and other suitable sources and to summarize their findings in a research report. Students are required to contribute to their own learning and to the learning of others through participation in each class.

5. Evaluation

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

Individual Seminar Presentation/Report	25%	Mid Term	20%
Weekly Online Assignments & Class Contribution	20%	Final Exam	35%

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.

INDIVIDUAL SEMINAR PRESENTATION/REPORT (25%)

Individual Presentation:

Each student will be required to prepare a comprehensive presentation and report involving detailed research into the strategic compensation issues facing the industry or setting concerned as well as a demonstration of the use of principles and/or theory drawn from the course in proposing recommended action to address the problem. Your presentation should be entertaining and stress the application issues. As seminar leaders it is your task to introduce the organization case setting in a presentation and to develop two class questions to facilitate discussion that will be posted on one of the topic seminar dates given on the reading schedule. Students will be asked to choose a first, second and third choice of seminar topic date for which to develop these questions and to provide the finalized seminar powerpoint to be posted for the class to review and be able to respond to the questions posted. Students will be asked to pick three best questions from the class to respond to by the end of the week in which their seminar topic is posted.

The seminar should analyze the context of the organization case including: the organization setting, the main participants (their roles, perceptions, feelings, prejudices, attitudes, etc.) strategic issues, wider organizational environment, nature of the business, human resource management philosophy, climate and management leadership along with the current compensation strategy if any. An introduction to any literature/text/theory links should be drawn upon while acting as the “resident expert” on the organizational setting and on the issues that it addresses.

Evaluation of Individual Seminar Presentation:

Individual Presentation: An electronic copy of the seminar slides including a references slide must be submitted to the Professor via the appropriate OWL assignments link by the Sunday MIDNIGHT before the seminar topic date confirmed for individual seminar slides to be posted for or a significant penalty will be applied. Recommended sections for your presentations include: industry and company overview, key strategic compensation issues, specific compensation issues, addressing strategic compensation issues using current theory/literature/text ideas, recommendations and conclusions.

Individual Proposal: One page in length excluding a cover page and references of sources typed in Microsoft Word must be submitted to the Professor via the appropriate OWL assignments link on the date given on the course outline.

Evaluation Guidelines for Individual Presentation: (100 marks)

- Creativity/Organization (10)
- Quality of Information Provided (20)
- Answers Provided to Best Three Class Discussion Questions Chosen (20)
- Development of Class Handout (10)
- Development of Two Class Questions for Discussion (10)
- Use of Outside Research Sources – At Minimum 10 Outside Sources Must Be Used along with Appropriate APA referencing throughout (20)
- Individual Proposal (10)

Evaluation Guidelines for Individual Report: (100 marks)

- Organization (20)
- Quality of Information (30)
- Quantity of Information (10)
- Use of Outside Research Sources – At Minimum 10 Outside Sources Must Be Used Along with Appropriate APA referencing throughout (20)
- Mechanics (Spelling, Grammar) (10)
- Organization (10)

Weekly Class Participation and Contribution (20%)

Class participation is compulsory. The participation mark acknowledges the importance of the weekly discussion boards in the learning and teaching process. Participation in all of the weekly discussion seminars is required (see the course website for the specific weekly assignments). The nature of the contribution is left to the individual student. As a guide, the contribution could be based on thoughts that arise after completing the week's readings from the textbook and any assigned readings or seminars. The intent with this task is to generate discussion about topics in modules that are of interest to individual students and to make material in the text come alive. Students who make comments, observations or remarks, about other students' contributions (in an appropriately supportive way) will further enhance their marks in this task. Students are strongly advised to make contributions from the very first week rather than leaving it to the last few weeks to make their minimum contribution. Students should post their initial response to all case questions posted each week in the discussion boards by Thursdays of each week and then respond to at least two other student entries by Sunday of each week. Should a week have two chapters listed, students are responsible for answering all questions posted in the discussion forum related to those chapters in that given week. For example, week 4 and 12 have two chapters listed. This means there will be questions for each of those chapters posted, students are responsible for posting two initial entries for each chapter and to respond to 4 student entries for those weeks.

All discussion boards will be open on Monday of each week at 8:00 a.m. Comments posted after the weekly deadline of Sunday, Midnight will not be assessed for participation marks. The Professor will view contributions on a weekly basis and provide selective feedback on those weekly contributions. A suggested length for a typical posting would be 200-300 words. Please review the weekly discussion board forum instructions prior to submitting your responses. Posting comments in online discussion is the equivalent of attending class and making a contribution to discussion, and is therefore subject to the Policy Regarding Illness (and other personal difficulties that prevent participation) described in the General Information section attached to this course outline.

Evaluation Guidelines for Weekly Participation & Contribution

- 9-10 marks In each weekly discussion board, student makes valuable observations, demonstrates a thorough understanding of the readings, discovers additional readings, and addresses related topics.
- 7-8 marks The student contributes regularly to the weekly discussion board and demonstrates a reasonable understanding of the readings.
- 5-6 marks The student attempts to contribute to the weekly discussion board at a superficial level and responds and answers appropriately when asked.
- 3-4 marks Irregular participation by student, their questions and answers reflect inadequate and/or superficial preparation.
- 0-2 marks Little or no participation by student, and when called upon demonstrates little or no comprehension of the topic or readings.

Assignment Submissions

Read the course schedule carefully. It is your responsibility to ensure that the Professor receives all written work successfully. Work not appearing under the correct link will not be graded. Assignments emailed directly to the Professor will not be accepted and will not be graded. Late assignments will not be accepted or graded unless a valid reason is communicated with the Professor prior to the due date of assignments. All written assignments must be submitted through Turnitin prior to be submitted to the Professor.

MIDTERM AND FINAL EXAM (60%)

You will have both a midyear examination, and a final examination usually scheduled on a Saturday. Both exams will be closed book exams, two hours in length. Content for each exam is presented in the topic timetable and more information will be provided closer to the exam by your Professor. The midterm is weighted at 25% and the final exam is weighted at 35% in determining your final grade. As indicated in the topic timetable these exams are non-cumulative. The midterm and the final exam will be presented in a *mixed format and could contain a combination of multiple-choice, short or longer answer, and/or essay questions based on case incidents*. Students are responsible for material covered in the assigned chapters/sections in the text as well as any additional material covered in the course and indicated for the exam. Portions of both 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. Exams will not be returned to students but may be reviewed individually in the instructor's office (by appointment.)

6. Course Schedule

Below is a tentative schedule for this course. There may be departures from this list as some topics take up more (or less) time than is scheduled. Following this schedule is the responsibility of each student. Ensure you read the discussion board forum instructions given on the OWL course website.

Week	Week Of	Topic	Text Chapters	Assignment Due Dates
	Jan 5-8	Course website exploration, orientation and personal introductions	Read course outline	Read discussion board requirements
1	Jan 9-15	Introduction to the Course A Road Map to Effective Compensation	Chapter 1 Powerpoint	Review Course Outline Read Chapter
2	Jan 16-22	A Strategic Framework for Compensation	Chapter 2 Powerpoint	Read Chapter 3
3	Jan 23-29	A Behavioural Framework for Compensation Individual Seminar Date Choices Due	Chapter 3 Powerpoint	Read Chapter 4, 5 Midnight, OWL Assignments Link
4	Jan 30-Feb 5	Components of Compensation Strategy Performance Pay Choices Individual Seminar Proposals Due	Chapter 4 Chapter 5 Powerpoint	Midnight, OWL Assignments Link Midterm Review
5	Feb 11	Midterm Exam No online activities for this week	Mandatory Chapters 1-5 Plus Lectures, Readings	Study for Midterm Read Chapter 6
6	Feb 13-19	Formulating the Reward and Compensation Strategy	Chapter 6 Powerpoint	Read Chapter 7
7	Feb 20-26	READING WEEK	NO	CLASSES
8	Feb 27-Mar 5	Evaluating Jobs: The Job Evaluation Process Individual Topic Seminars	Chapter 7 Powerpoint	Read Chapter 8
9	Mar 6-12	Evaluating Jobs: The Point Method of Job Evaluation Individual Topic Seminars	Chapters 8 Powerpoint	Read Chapter 9
10	Mar 13-19	Evaluating the Market Individual Topic Seminars	Chapters 9	Read Chapter 10
11	Mar 22	Evaluating Individuals Individual Topic Seminars	Chapter 10 Powerpoint	Read Chapters 11, 12
12	Mar 29	Designing Performance Pay Plans Designing Indirect Pay Plans Individual Topic Seminars	Chapter 11, 12 Powerpoint	Read Chapter 14
13	Apr 5	Activating and Maintaining an Effective Compensation System Individual Topic Seminars	Chapter 13 Powerpoint Mandatory	Attendance
	Final Exam Period Apr 9-30, 2017	Final Exam	Chapters 6-14 Plus Lectures, Seminars	

7. University Policy Regarding Illness

7.1 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/pdf/academic_policies/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://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.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.

7.2 Make Up Examinations

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).

7.3 Attendance

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

8. University Policy on Cheating and Academic Misconduct

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). 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 3135 WSS, (519) 661-3573.

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. 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

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. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student. 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. The use of smart phones is banned from class with no exceptions (unless there is an emergency or extenuating reason in which informing the Professor is crucial with advance notice). Texting, online chatting, taking phone calls, or using your laptop/smart phone on any non-course related activities, are rude, distracting and disrupt the learning of others. Should any of the above occur, this would result in sanctions being applied, which can include removal from the room and/or a lowering of your grade. Please show respect to others in the class by behaving in a punctual, considerate and professional manner. To avoid unnecessary distractions, please arrive to each class on time.

11. Support Services

11.1 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.health.uwo.ca/mental_health/ 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 3000-4000 range, the class average must fall between 70% - 77% 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 Undergraduate Chair or Chair. 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 outlines 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

January 5, 2017 Winter Session classes begin.

January 13, 2017 Last day to add a second-term half course

February 20, 2017 Family Day

February 20-24, 2017 Reading Week

March 7, 2017 Last day to drop a second-term half course without academic penalty April 7, 2017 Winter Session classes end.

April 8, 2017 Study Day

April 14, 2017 – Good Friday

April 16, 2017 Easter Sunday

April 9 - 30, 2017 April examination 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/academic_policies/index.html

14. E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unproductive emails will receive a reply saying only "Please see Email Policies on the course outline".

14.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

14.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

14.3 Productive Emails

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

14.4 Unproductive Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- requests for grade increases, extra assignments, or reweighting of course components

15. Frequently Asked Questions

Question	Answer
How can I succeed in this course?	Do all the assigned readings, attend class, focus on understanding the course and topic principles in a way that lets you apply them to new fact situations.
I missed an exam because I was sick or there was a death in my family.	See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES
I have a lot of mid-terms or projects at once. Can I write the make-up exam?	Make-up exams for exam conflicts are not available unless you have three exams within a 24 hour period.
When will the exam grades be posted?	Midterm grades are posted on OWL when they become available. Final exam grades as well as final course grades are posted on OWL once they are approved for release.
Can I come and see my exam?	If you wish to review either your midterm or final exam, please do so within one week of writing by emailing me to make an appointment.
Can I use a different textbook?	You should use only the textbook listed in this course outline. It is your responsibility to ensure that you are learning all of the assigned material. Be aware that different textbooks or earlier editions may be organized differently, may be missing material, and may cover different material.
<ul style="list-style-type: none"> • This mark is going to prevent me from getting accepted at Ivey/graduate school/NASA. • I need a certain mark to get or maintain a scholarship or my AEO status at Ivey. • I tried really hard but I still got a poor mark. • This is the lowest mark I have ever received. 	Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.