

THE UNIVERSITY OF WESTERN ONTARIO
LONDON, CANADA

Management and Organizational Studies

MOS 342a Section 650

Compensation and Benefits Management

Distance Studies - On-Line

COURSE OUTLINE

1.0 CALENDAR DESCRIPTION

A multidisciplinary approach to the study of compensation systems and strategies in organizations from the individual, group, and organizational levels of explanation.

2.0 COURSE INFORMATION

Professor: R. Kriening
E-mail: Please use WebCT mailbox for all course related contact.
Virtual Office Hours: (email is checked on a regular basis)

3.0 TEXTBOOK

Milkovich, G., Newman, J., Cole, N., (2007) Compensation (Second Canadian Edition) McGraw-Hill Ryerson, ISBN 0-07-096335-5

4.0 COURSE OBJECTIVES

The course is designed to be an introduction to compensation systems. The objective of the course is to introduce students to a systematic framework for identifying and designing compensation systems that will add the most value to an organization. Students will discuss and develop an understanding of the various components of a compensation system, strategic and behavioural compensation frameworks, technical processes for compensation, as well as the implementation, management and evaluation of individual and group pay systems.

5.0 EVALUATION

Exams (85%)

There will be two exams in this course, a midterm exam worth 42.5% of the final grade and a final exam worth 42.5% of the final grade. The midterm will cover chapters 1-6 and the final will cover chapters 7-13. Both exams may consist of multiple choice, fill in the blank questions, and may also include some short and long answer questions.. Exams are 2 hours in length.. Students are only allowed to bring writing instruments to the exam; no books, calculators, dictionaries, etc. are allowed. Students are responsible for material covered in the on-line discussions, course notes, as well as the assigned chapters in the text. Students are required to complete both exams in this course - no exceptions.

The instructor will not answer questions during the exams. . My policy during exams is this... if you find a typo, or duplicate question please bring it up and point it out so I can let the class know, otherwise everyone sits quietly and writes. If you come across a question that you find to be misleading or poorly worded, please make a note of it on the top of the question sheet (not the answer sheet). If enough students tag the same question I will review it and may consider removing it from the exam prior to marking. After years of proctoring exams and tests, I found this to work very well.

Participation (15%)

Participation will be graded based on the student's participation in on-line discussions with the rest of the class, as well as responses to instructor questions. The instructor may ask students to submit one to two paragraph responses directly to him/her or to a general discussion area. The quality and quantity of responses will be taken into account. Postings to the discussion area or to the instructor will have a deadline – **late postings will not be considered for marks**. Please refer to the document found on the main page titled 'Frequently Asked Questions' for more detail regarding the guidelines for participation.

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.

Grading Weights for Evaluation Components

Midterm	42.5 %
Final Exam	42.5 %
Participation	15 %
Total	100 %

6.0 ASSIGNMENT AND EXAMINATION SCHEDULE

Midterm	Covers Chapters 1 - 6	TDB – to be posted
Final	Covers Chapters 7 - 12	TBD

7.0 STUDY SCHEDULE

Chapter	Topic
1	The Pay Model
2	Strategic Perspectives
3	Defining Internal Alignment
4	Job Analysis
5	Job Evaluation
6	Person Based Structures
Exam 1	
7	Defining Competitiveness
8	Pay Levels and Structures
9	Employee Benefits
10	Pay for Performance and Performance Appraisals
11	Pay for Performance Plans
12	The role of Government and Unions
13	Budgets and Administration
Exam 2	

8.0 POLICY REGARDING ILLNESS

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons only. It is the student's responsibility to inform the instructor prior to the due date, to arrange a timely makeup, and, if requested, to provide acceptable documentation to support a medical or compassionate claim. In the case of a final exam or assignment in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which the student must provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact the instructor and the Faculty Academic Counseling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of the occurrence

rather than on a retroactive basis. In general , retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

9.0 PROFESSOR'S REQUIREMENTS REGARDING ILLNESS

Only on the documented basis of illness or other extreme circumstance will students be permitted to write a make-up test. In the case of illness, a student must contact the instructor via email or through the Distance Studies Office prior to the test. The student must provide an official illness certificate on appropriate letterhead from their physician which states that, due to medical reasons, it was impossible for the student to write the exam at the scheduled time. A NOTE SCRIBBLED ON A PRESCRIPTION PAD IS **NOT** AN ACCEPTABLE MEDICAL CERTIFICATE.

The make up exam or assignment may differ in format and content from the original exam or assignment and would be scheduled at the completion of the course.

10.0 POLICY ON PLAGIARISM, CHEATING & ACADEMIC MISCONDUCT

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are encouraged 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 and course without the knowledge and approval of the instructor to whom it is submitted, and academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. The following rules pertain to the acknowledgments necessary in academic papers: in using another writer's words, you must place the words in quotation marks and acknowledge that they are the words of another writer; in adopting another writer's ideas, you must acknowledge that they are his/hers. If you are in doubt about whether what you are doing is appropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

Plagiarism: Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

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.

Cheating will not be tolerated; students are referred to the university policy on scholastic offenses (see section 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 and may be removed from the course.

A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the test may ask students to move to another seat during the exam, cover their paper, avert

their eyes from other student's 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.

11.0 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 Executive Officer of Undergraduate Affairs. If the response of the department 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.

12.0 OTHER INFORMATION

- bring student identification to the exam (picture ID)
- nothing is to be on the desk during an exam except for a pencil / pen and eraser
- do not wear caps - baseball or other
- do not bring any electronic devices such as cell phones, pagers, cd players, etc. to exams.

Note ** Portions of these sections were taken from the following sources: Academic Calendar; Academic Handbook of Senate Regulations; Department of Psychology Procedures for Appealing Academic Evaluations; and the Department of History Document on Plagiarism.