

**The University of Western Ontario
Management and Organizational Studies
MOS 342B
COMPENSATION AND BENEFITS MANAGEMENT
WINTER 2008**

COURSE OUTLINE

FACULTY:

Instructor: Linda Eligh

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Campus Phone: 519-661-2111 ext. 81462

Office Location: SSC# 2237

Classroom: SSC 3014

Class Time: Mondays 1:30 p.m. – 4:30 p.m.

Office Hours: Tuesdays 9:30 a.m. – 11:30 a.m.

I encourage you to drop by during office hours. The best way to reach me is by e-mail since I am generally only on campus about 3 days per week.

OBJECTIVES

This course provides a systematic examination of choices that confront managers in Canada who wish to manage compensation strategically. These choices are presented within a three-stage integrated decision-making framework designed to create truly strategic compensation and reward systems. The three stages are described as a Total Compensation Model that incorporates:

- Formation of strategic policies concerning internal alignment, external competitiveness, employee contributions and administration of the pay system.
- Selection of pay techniques that effectively link above noted policies to the attainment of compensation objectives through sequential decisions about internal structure, pay structure, incentive programs and various forms of evaluation.
- Attainment of strategic compensation objectives such as efficiency, fairness and legal compliance.

Throughout the course, the dynamic nature of compensation in Canada will be discussed within the context of current theory, research, international influences, current events, and practice (both new developments and established approaches to compensation systems). Numerous examples and case exercises will be introduced to illustrate how theoretical concepts of compensation are applied in practice.

TEXTBOOK

Milkovich, George T., Jerry M. Newman and Nina Cole. *Compensation*. Second Canadian Edition. McGraw-Hill Ryerson, 2007. Additional readings may include class handouts, internet websites, readings placed on reserve at Weldon Library, or individual research for assignments.

<u>EVALUATION:</u>	Participation	20%	Mid Term	25%
	Research Assignment	30%	Final Exam	25%

PARTICIPATION (20%)

Your mark in this area is based on your level of contribution to class discussion and participation in group exercises and assigned activities **as per the attached Standards for Participation**. Class exercises are designed to provide experiential opportunities to clarify issues and considerations surrounding effective compensation strategies, techniques and processes. Your participation in class exercises will *contribute greatly* to understanding course theory and your ability to do well with the written assignment outlined below. Note the Policy Regarding Illness (and other personal challenges) described later in this course outline.

RESEARCH ASSIGNMENT (30%)

You are required to write a 10–12 page research and opinion paper on a topic described in the Guidelines for Research Assignment which will be provided as a class handout early in the course. 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. See above note on the link between class participation and your ability to do well on the research assignment.

Deadlines and Penalties:

Abstract: An abstract outlining the course relevant topic for your research assignment is required and due by beginning of class **March 3, 2008**. The ONE PAGE abstract shall consist of 2 - 3 paragraphs identifying your research goal, source of inspiration, possible emerging trends, and approximately 3 research sources located in your preliminary literature review. List your preliminary research sources in bibliographic format at the bottom of the abstract.

Research Assignment: Your research assignment is due in hardcopy at the beginning of class, **Monday, March 24, 2008**. You are also required to submit a digital copy of your assignment to Turnitin.com by the same deadline. (Passwords and directions for doing so will be provided in class.)

Penalties: A penalty of **5% for the first day and 2% for each day thereafter (including each day of a weekend or holiday)** shall apply to all late research assignments. **Failure to submit an abstract in the format described above by deadline shall result in a deduction of 5% from the overall mark of your assignment.**

MID TERM AND FINAL EXAM (25% each)

You will have both a midyear examination, and a final examination. Content for each exam is presented in the topic timetable. Both exams are equally weighted in determining your final grade. As indicated in the topic timetable these exams are non-cumulative. The mid-term and the final exam will be presented in a mixed format and may contain multiple-choice, true false, short answer, and essay questions. Note that essay questions may be based on a case incident provided with the exam. Additional details will be provided prior to the exam. Your exam results may be submitted to Scan Exam for scoring and assessment.

PREREQUISITES

Prerequisites for MOS 342a: Enrolment in 3rd or 4th year of the BACS program. You are responsible for ensuring that you have successfully completed all course prerequisites, and that you have not taken an anti-requisite course. Lack of prerequisites may not be used as a basis of appeal. If you are found to be ineligible for a course, you may be removed from it at any time and you will receive no adjustment to your fees. This decision cannot be appealed. If you find that you do not have the course requisites, it is in your best interest to drop the course well before the end of the Add/Drop period. Your prompt attention to this matter will not only help protect your academic record, but will ensure that spaces become available for students who require the course in question for graduation.

TOPIC TIMETABLE		
(Schedule for coverage of course content is approximate and will include content on International Pay Systems found in the appendix, as appropriate)		
“First Class” Jan. 7th	INTRODUCTION, COURSE OVERVIEW & EXPECTATIONS THE PAY MODEL	Chapter One
Week 1 Jan. 14th	STRATEGIC PERSPECTIVES and part of DEFINING INTERNAL ALIGNMENT	Chapter Two and part of Chapter Three
PART I: INTERNAL ALIGNMENT: DETERMINING THE STRUCTURE		
Week 2 Jan. 21st	Second half of DEFINING INTERNAL ALIGNMENT and JOB ANALYSIS	Part of Chapter Three and Chapter Four
Week 3 Jan. 28th	EVALUATING WORK: JOB EVALUATION	Chapter Five
Week 4 Feb. 4th	PERSON BASED STRUCTURES	Chapter Six
Week 5 Feb. 11th	MID TERM – Covers Chapters 1 – 6 and relevant Appendix content assigned for reading, plus class handouts as indicated.	Mid Term Examination
Week 6 Feb. 18th	FAMILY DAY HOLIDAY	
Week 7 Feb. 25th	CONFERENCE WEEK – Read, Relax and Catch up	
PART II: EXTERNAL COMPETITIVENESS: DETERMINING THE PAY LEVEL		
Week 8 March 3rd	DEFINING COMPETITIVENESS Research Topic Abstract due by beginning of class.	Chapter Seven
Week 9 March 10th	DESIGNING PAY LEVELS, MIX AND PAY STRUCTURES	Chapter Eight
Week 10 March 17th	EMPLOYEE BENEFITS and part of PAY-FOR-PERFORMANCE: PERFORMANCE APPRAISAL AND PLAN DESIGN	Chapters Nine and Part of Chapter Ten
PART III: EMPLOYEE CONTRIBUTIONS: DETERMINING INDIVIDUAL PAY		
Week 11 March 24th	Second half of PAY-FOR-PERFORMANCE: PERFORMANCE APPRAISAL AND PLAN DESIGN and PAY FOR PERFORMANCE PLANS Research reports due beginning of class	Part of Chapter Ten and Chapter Eleven
PART IV: MANAGING THE SYSTEM		
Week 12 April 7th	THE ROLE OF GOVERNMENT AND UNIONS IN COMPENSATION	Chapter Twelve
Exams	FINAL EXAM – Covers Chapters 7 – 12 plus Appendix content assigned for reading, and class handouts since the midterm. Exam period extends from April 12 – 30, 2008.	Final Exam – Exact Date TBA

Policy Regarding Illness

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons. However, 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 examination or assignment 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 me 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 occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

Policy on cheating & academic misconduct*

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences and are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences 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.

In writing scholarly papers, students must keep firmly in mind the need to avoid plagiarism. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar.) ***Plagiarism is the unacknowledged borrowing of another writer's words or ideas or the resubmission of your own written words or ideas for a variety of assignments or to different instructors.*** Students must write their essays and assignment 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 and citations. If you are in doubt about whether what you are doing is inappropriate, consult the 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 offence 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.

The University of Ontario uses software for plagiarism checking. Students in this course (342a/b) will be required to submit their written work in hard copy and electronic form to the instructor, as well as submitting the electronic form of the assignment directly to the plagiarism checking software.

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 Director, Bachelor of Administrative & Commercial Studies Program. If the response of the department is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty of Social Sciences. 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.

* For additional information, see the current Western Academic Calendar "Scholastic Offences"

STANDARDS FOR CLASS PARTICIPATION

Students are expected to attend all classes and to participate actively in their own learning. *Active learning means taking responsibility for your own learning, as well as helping others to learn more about course material.* Active learning in this course can include, but is not limited to, contributing to class discussion, presentations or debates, application exercises, posing interesting questions, and/or bringing relevant media articles or other exhibits to the attention of your instructor. Your instructor will assess both the quantity and quality of student participation in each class, based on attendance and the following criteria for evaluation:

Note: Playing games on a laptop or other electronic device, processing e-mail or surfing the internet for recreational purposes during class is considered to be a distraction to other students and to the instructor. Such activity when detected *may reduce your participation mark.*

A – EXCELLENT contribution

- Attends all classes
- Contributes consistently to class discussions and supports contribution of colleagues
- Contributions indicate preparation and critical thinking
- Frequently shares insights and/or facilitates understanding of difficult concepts
- Occasionally builds arguments for a position
- Provides leadership in creating positive environment

B – GOOD Contribution

- Attends class regularly and contributes consistently to class discussions
- Contributions indicate preparation and careful thought
- Often willing to explain difficult points or concepts
- Occasionally builds arguments for a position
- Supports positive classroom environment

C – FAIR Contribution

- Attends class occasionally or often and/or contributes to class discussion occasionally
- Provides minimal evidence of preparation and thought
- Rarely builds arguments for a position

D - POOR Contribution

- Attends class infrequently and/or rarely if ever contributes to class discussion
- Provides little or no evidence of preparation or thought
- Distracts other students from class activity

Participation is recorded following the conclusion of each class. If you have a medical or other condition that prevents you from attending class regularly (or participating actively as described above), advise the instructor early in the semester. You will be required to provide confirmation of your situation from the Academic Counselor. See the Policy Regarding Illness and personal situations described in the Course Outline, as well as Instructions for Students Registered in Social Science (regarding term tests, final examinations, late assignments, short absences, extended absences, documentation of various personal situations and academic concerns) also attached to the Course Outline.