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## MOS 3342A: Compensation and Benefits Management

### Course Outline: Section – 002 / Fall/Winter 2017

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#### 1. Course Information:

##### 1.1 Class Location and Time:

**Room:** University Community Centre (UCC), Room 37

**Time:** Tuesdays, 9:30am – 12:30pm

##### 1.2 Contact Information:

**Instructor:** Dr. Jennifer Robertson

**Office:** SSC 4309

**Office Hours:** Tuesdays, 2-4 pm; Wednesdays, 2-4pm; By Appointment

**Phone:** 661-2111 x85040

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

\*\*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 519-661-2147 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.

3 lecture hours, 0.5 course

**Antirequisite(s):** None

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

**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.”

This regulation is in regards to the COURSES required. Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable.

### 3. Course Materials

**3.1. Textbook:** Milkovich, George T., Jerry Newman, Bruce Gerhart and Margaret Yap. *Compensation. Fifth Canadian Edition.* McGraw-Hill Education, 2017. 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 (2017),” can be purchased at the Western Book Store. It is strongly recommended that you purchase the course pack as critical readings are included in it.

**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 5:30 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 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. 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.

- 6. 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.

Research Participation (see lecture schedule for due dates)	2.5%
Mid-term examination (Date: <b>October 17<sup>th</sup></b> )	27.5%
Compensation Trends Paper (Due: <b>November 26<sup>th</sup> at 11:55 pm</b> )	30%
Final Examination ( <b>Scheduled during December exam period</b> )	40%
Bonus participation grade	2%

- 6.1 Research Participation:** As part of this course, students will be required to participate in the completion of two online surveys outside of class time as indicated in the lecture schedule. Participating in these surveys is designed to

teach students about HRM research by engaging them in the research process. To facilitate students' learning, a lecture about the objectives, methodologies and implications of HRM research will take place during class time as indicated in the lecture schedule. To obtain the full 2.5%, students must complete both surveys (1% allocated to completing each survey) and they must attend the final lecture (.5% allocated to attending the lecture).

**\*\*NOTE:** Your personal information (i.e., name and student number) will not be tied to your survey responses in any way. Rather, you will be given a participant ID at the beginning of the semester by the course instructor. You must use this ID to complete both surveys so that the course instructor may identify whether or not you completed both surveys and grant your course credit accordingly. Since the information gathered in these activities is of interest to researchers, including the course instructor, you will be asked if your responses may also be used as research data. Should you indicate that your responses may be used for research purposes, you will be required to enter your participant ID number in a separate online survey so that the course instructor may identify your survey responses and use them for research purposes. Once your survey responses have been identified, your participant ID will be stripped of the data. While you are required to complete both surveys and attend the lecture about HRM research to receive the 2.5% course credit, you are NOT required to consent to the use of your responses for research purposes. You will still receive your course credit if you do not consent to the use of your responses for research purposes. The course instructor will not identify which students submit their responses for research purposes until the end of the course, when all grades are submitted. In accordance with ethical principles for the conduct of research, you will be allowed to skip any questions or procedures when you are completing the surveys for class purposes.

**6.2 Midterm Exam:** The midterm exam will take place on **October 17th<sup>th</sup> at 9:30 am, during class time** and will be two hours long. The exam will consist of multiple choice, short and long/application 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.**

**6.3 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 on material covered after the mid-term exam. 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:** 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.

**6.4 Compensation Trends Paper:** You are required to write an 8–10 page (approximately 300 words per page excluding cover page and Reference pages) research report on trends in 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.

You are required to submit a digital copy of your assignment to Turnitin.com (via the Assignments Dropbox on the Owl course website) by **11:55 pm on November 26<sup>th</sup>, 2017.**

**6.5 Bonus Participation Grade:** Requiring someone to do something by threatening to take something away (like 10% of their grade) does not elicit the best performance. I want you to participate out of interest in the subject. Therefore, an award of bonus 2% will be given to a student who:

- Consistently **attends** class prepared
- **Participates** in class activities and discussions
- Asks thoughtful **questions and contributes** to discussions by adding thoughtful insight

**\*\* Notes regarding all assignments:**

- 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.
- 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.
- 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.

- Grades are given based on actual performance, as set out in 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.

## 7. Lecture and Examination Schedule

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

Date	Topic	Readings
Sept 12	Introduction to MOS 3342/The Pay Model	Text: Chapter 1
Sept 19	Compensation Strategy	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.
<b>PART I: INTERNAL ALIGNMENT: DETERMINING THE STRUCTURE</b>		
Sept 26	Internal Alignment/ Research Report Information	Text: Chapter 3  <b>Pre-survey available Sep. 25<sup>th</sup>, due Sept. 29th at 11:55 pm</b>
Oct 3	Job Analysis, Job Based Structures and Job Evaluation/Midterm Exam Info	Text: Chapters 4 and 5
Oct 9-13	<b>Reading week!!! ☺ ☺ ☺</b>	
Oct 17	<b>Midterm Exam</b>	<b>In Class Exam</b>
Oct 24	Person Based Pay Structures	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.
<b>PART II: EXTERNAL COMPETITIVENESS: DETERMINING THE PAY LEVEL</b>		
Oct 31	Defining External Competitiveness	Text: Chapter 7
Nov 7	Designing Pay Levels, Mix and Pay Structures	Text: Chapter 8
<b>PART: III EMPLOYEE CONTRIBUTIONS: DETERMINING INDIVIDUAL PAY</b>		
Nov 14	Employee Benefits	Text: Chapter 9
Nov 21	Pay-For-Performance: Performance Appraisal and Plan Design	Text: Chapter 10  CP: Herzberg, F. (1969). One more time, how do you motivate employees? <i>Harvard Business Review</i> , 47, 53-62.  <b>Research Assignment Due Nov. 26<sup>th</sup> at 11:55 pm</b>
<b>PART IV: MANAGING THE SYSTEM</b>		
Nov 28	Pay-For-Performance Plans/Lecture on HRM Research	Text: Chapter 11  CP: Gerhart, B., & Fang, M. (2014). Pay for (individual) performance: Issues, claims, evidence and the role of sorting effects. <i>Human Resource Management Review</i> , 24(1), 41-52.  <b>Post-survey available Nov. 27<sup>th</sup>, due Dec. 1<sup>st</sup> at 11:55 pm.</b>
Dec 5	The Role of Government and Unions in Compensation/Compensation Budgets and Administration/Final Exam Info	Text: Chapters 12 and 13

## 8. University Policy Regarding Illness

### 8.1 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](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](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.

**8.2 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).

**8.3 Attendance:** 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. The professor does not provide access to lecture notes.

## **9. University Policy on Cheating and Academic Misconduct**

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 3135 WSSB, (519) 661-3573, [ombuds@uwo.ca](mailto:ombuds@uwo.ca).

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.

## 10. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair 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.
4. 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.

## 11. Student Responsibilities

**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.

**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.

## 12. Support Services

**12.1 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/](http://www.health.uwo.ca/mental_health/) for a complete list of options about how to obtain help.

## 13. Other Issues

**13.1 Grade Policy:** The DAN Program has a grade policy which states that for 3000 and 4000 level courses, the class average must fall between 70% and 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 Assistant Director or Director. Class averages are not grounds for appeal.

**13.2 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.

**13.3 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.

**13.4 Academic Concerns:** If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

### **13.5 Important Dates:**

September 7: Classes Begin

September 15: Last day to add a full course (E or no-suffix), first term half course (A or F), full-year half course (Y)

October 9: Thanksgiving Holiday (All offices closed)

October 9 – 13: Fall Reading Week (No Classes; All offices open Oct 10 - 13)

November 12: Last day to drop a first term half course without academic penalty

November 30: Last day to drop a full course without academic penalty

December 8: Classes end

December 9: Study Day

December 10 – 21: Mid-year Examination Period (Check your Exams Carefully!)

December 22 – January 7: Winter break (All offices closed December 22 – January 1)

## **14. 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](http://www.uwo.ca/univsec/academic_policies/index.html)