



## Fall/Winter 2021 Course Syllabus

### **MOS 3342A Sections – 650 and 651 Compensation and Benefits Management**

Course Mode: Online

Instructor: Dr. Jennifer Robertson  
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#### **1. Course Information:**

##### **1.1 Class Location and Time:**

Distance Studies/Online (asynchronous)

##### **1.2 Course Description:**

An introduction to a systematic framework for identifying and designing compensation systems that add value to organizations. Topics include compensation system components, strategic and behavioral compensation frameworks, technical processes for compensation, and the implementation, management and evaluation of individual and group pay systems.

Antirequisite(s): None

Prerequisite(s): Enrollment in 3<sup>rd</sup> or 4<sup>th</sup> year of BMOS

##### **1.3 Accessibility:**

DAN Department of Management & 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>

##### **1.4 Land Acknowledgement:**

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and

community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

### 1.5 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 regard to the COURSES required.

**Students not in BMOS are permitted to enroll in up to 1.0 MOS courses**, per the Academic Timetable.

## 2. Course Materials

**Textbook:** Yap, Margaret, Bruce Gerhart and Jerry Newman. Compensation. Sixth Canadian Edition. McGraw-Hill Education, 2021. ISBN-13: 978-1-26-006588-6.

**\*\* Note:** Textbook is required.

**\*\*Note:** Additional readings are noted in the lecture schedule. They can be accessed through the course readings website plugin on Owl.

## 3. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

### 3.1 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.

### 3.2 Course format

This course is designated as a distance studies/online course that will be delivered through Owl and will consist of recorded lectures as well as corresponding PowerPoint slides and handouts that will be posted to Owl on a weekly basis. Recorded lectures are asynchronous (i.e., not live). The course consists of 11 units. Several recorded lectures will correspond to each unit (broken down by topic) that can be accessed on OWL until the end of the semester. A tab for each unit consisting of each recorded lecture and corresponding PowerPoint slides and handouts will be included in Owl. It is strongly recommended that students take notes when viewing each lecture. Recorded lectures for each unit will be posted each week on Mondays by 5 pm.

This course requires stable internet connection, a laptop or desktop computer and a working webcam. [Google Chrome](#) or [Mozilla Firefox](#) are the preferred browsers to use OWL; update your browsers frequently. Students interested in evaluating their internet speed, please click [here](#).

## 4. 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.

## 5. Evaluation

Students' final mark will be a product of their performance in this course and will be calculated using the weight assigned to each course component, as shown below.

**Midterm Exam** (Date: October 23<sup>rd</sup>, 2021 at 1:30 pm EST) = 32.5%

**Research Assignment** (Due: November 28<sup>th</sup> at 11:55 pm EST) = 32.5%

**Final exam** (during examination period scheduled by the Registrar) = 35%

**Total** = 100%

Both exams are mixed-format, consisting of multiple choice, short and long/application answer questions. The Midterm exam will be scheduled for 1.5 hours while the Final will be scheduled for 2 hours. Both are **closed book examinations. Dictionaries are NOT allowed. NO CALCULATORS ARE ALLOWED. Electronic devices of any kind (including cell phones, smart watches and calculators) are NOT permitted at exams.**

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed by contacting your Instructor.

Both examinations in this course will be conducted using Zoom and Owl. **You will be required to keep your camera on for the entire session, hold up your student card for identification purposes, and share your screen with the invigilator if asked to do so at any time during the exam.**

Both examinations in this course will be conducted using a remote proctoring service. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide personal information (including some biometric data) and the session will be recorded. Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. More information about this remote proctoring service, including technical requirements, is available on Western's Remote Proctoring website at: <https://remoteproctoring.uwo.ca>.

**Compensation and Benefits Research Report:** Students 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. Students are expected to access and read the Guidelines prior to commencing the assignment. Students are required to submit a digital copy of their assignment to Turnitin.com (via the Assignments Dropbox on the Owl course website) by 11:55 pm EST on November 28<sup>th</sup>, 2021.

**\*\*Note:** Students are expected to submit their assignment by the deadline indicated. The assignment should be turned in on time to receive credit. The only exception will be for those rare cases of documented emergencies that are approved by the academic counselling office. 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.

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.**

**\*\* Note on grade disputes:** 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 as to why the grade should be changed and/or the assignment/exam be remarked. This discussion should include course material that supports the student's reasoning. Requests to have grades changed and/or an assignment/exam remarked must be made within two weeks of receiving the grade.

The DAN Department has a grade policy which states that for courses in the 3000-4000 range, 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 Undergraduate Chair or Chair. Class averages are not grounds for appeal.

## 6. Lecture and Examination Schedule

See Schedule on OWL

## 7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html).

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 view lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads.

### 7.1 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

### 7.2 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may **not** record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

## 8. Exam Policies

- Have student identification ready.
- Nothing is to be on/at one's desk during an exam, except your computer and any approved materials.
- No other browsers or programs may be open while an exam is in progress.
- Students may be required to use a proctoring software.
- To ensure fairness to all students, questions will not be answered during exams.

## 9. How to be Successful in this Class:

Students enrolled in this class should understand the level of autonomy and self-discipline required to be successful.

1. Invest in a planner or application to keep track of your courses. Populate all your deadlines at the start of the term and schedule time at the start of each week to get organized and manage your time.
2. Make it a daily habit to log onto OWL to ensure you have seen everything posted to help you succeed in this class.
3. Create weekly checklists to help you stay on track.
4. Take notes as you go through the lesson material. Treat this course as you would a face-to-face course. Keeping handwritten notes or even notes on a regular Word document will help you learn more effectively than just reading the power point slides or watching the videos.
5. Connect with others. Try forming an online study group.
6. Do not be afraid to ask questions. If you are struggling with a topic contact your instructor and or teaching assistant.
7. Reward yourself for successes. It seems easier to motivate ourselves knowing that there is something waiting for us at the end of the task.

## 10. 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. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

### 10.1 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.).

### 10.2 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.

### 10.3 Acceptable 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

### 10.4 Unacceptable 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
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

## 11. Attendance

This course is delivered via asynchronous recorded lectures. It is the student's responsibility to keep up with course content as material is posted on Owl.

### 11.1 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.

### 11.2 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. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

## 13. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the Student Centre website.

## 14. University Policy Regarding Illness

### 14.1 Illness

For details on the Academic Consideration for Student Absences (including accommodation, illness and self-reported absences (SRAs)), go to:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_illness.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf)

The current Illness Policy is available here (subject to change):

[https://dan.uwo.ca/undergraduate/course\\_information/IllnessPolicy.pdf](https://dan.uwo.ca/undergraduate/course_information/IllnessPolicy.pdf)

### 14.2 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).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then for a) the midterm exam, the percentage of the midterm exam will be distributed to the paper and final exam; and b) for the final exam, students will be required to write the exam when the course is offered again.

## 15. University Policy on Cheating and Academic Misconduct

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.

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).

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.

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.

## 16. 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 Office of the Ombudsperson.

## 17. Support Services

### 17.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/your-services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

### 17.2 Academic Concerns.

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