

The University of Western Ontario
Faculty of Social Science
Management and Organizational Studies
MOS 3342A
COMPENSATION AND BENEFITS MANAGEMENT
FALL 2010

COURSE OUTLINE

Instructor: Nancy Annett, MBA, CHRP
E-mail address: nannett3@uwo.ca
Classroom: SSC# 3108
Campus Phone: 519-661-2111 ext. 82750 (during office hours only)
Class Time: Mondays, 6:30 p.m.– 9:30 p.m.
Office Location: SSC# 2250
Office Hours: TBA/By appointment

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*. Third Canadian Edition. McGraw-Hill Ryerson, 2010. Additional readings may include class handouts or internet websites, and readings placed on reserve at Weldon Library. See Topic Timetable in this course outline for specific readings placed on Reserve for this course.

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|---------------------------|---------------|-----|------------|-----|
| <u>EVALUATION:</u> | Participation | 20% | Mid Term | 25% |
| | Case Study | 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. Look to the Policy Regarding Illness (described later in this course outline), and to the General Information guidelines which apply to students in the Social Science program (attached to this outline) for direction on how to handle a variety of problems that may interfere with your attendance and/or performance in this course.

CASE STUDY (30%)

You will analyze a case provided by Professor. The final product of this case analysis will be a **comprehensive report handed in Nov 15/10 at the beginning of class**. You will analyze the case adhering to the evaluation guideline below. Draw on the text, course material and outside sources **(at minimum 5 sources beyond the textbook)** to provide your overall recommendations.

Evaluation Guide (100 marks)

A. Executive Summary (5)

1. Two paragraphs in length
 - a. First paragraph – briefly identify the major issues facing the manager/key person
 - b. Second Paragraph – summarize the recommended plan of action and include a brief justification of the recommended plan. What are the structural components of the organization?

B. Introduction (5)

A. Statement of the Problem (15)

1. State the problems facing the manager/key person
2. Identify and link the symptoms and root causes of the problems
3. Differentiate short term from long term problems
4. Conclude with the decision facing the manager/key person

B. Causes of the Problem (20)

1. Provide a detailed analysis of the problems identified in the statement of problem
2. In the analysis, apply theories and models from the text and/or readings
3. Support conclusions and/or assumptions with specific references to the case and/or the readings

E. Decision Criteria and Alternative Solutions (25)

1. Identify criteria against which you evaluate alternative solutions (i.e. time for

- implementation, tangible costs, acceptability to management)
2. Include two or three possible alternative solutions
 3. Evaluate the pros and cons of each alternative against the criteria listed
 4. Suggest additional pros/cons if appropriate

F. Recommended Solution, Implementation and Justification (25)

1. Identify who, what, when, and how in your recommended plan of action
2. Solution and implementation should address the problems and causes identified in the previous section
3. The recommended plan should include a contingency plan(s) to back up the “ideal” course of action
4. Using models and theories, identify why you chose the recommended plan of action – why it’s the best and why it would work

G. Conclusion (5)

Additional Evaluation Criteria: (50 marks)

- A. Spelling and Grammar (5)
- B. Organization – Up to a 10 mark penalty will occur if the following is not adhered to in case submissions (10)
 - a. Typed, One inch margins, 12 point Arial font, full justification
 - b. Title Page, Executive Summary, Table of Contents, Introduction, Conclusion, References, and Exhibits (as appropriate) are required
 - c. The title page should be complete with course number and section, course title, assignment title, professor’s name, your name and date submitted
 - d. The essay should not exceed 7 pages in length of text in the main body (i.e. Introduction to Conclusion inclusive, or 13 pages in overall length with inclusion of exhibits)
- C. Use of outside research sources and relevant theory – **At Least 5 Outside Sources Must Be Used (Beyond textbook)** (20)
- D. Bibliography (15)

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. 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.

PRE-REQUISITES

Prerequisites for MOS 3342a: Enrolment in 3rd or 4th year of the BMOS 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.

| 3342A TOPIC TIMETABLE – FALL 2010 | | |
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| Schedule for coverage of textbook content is approximate; lectures will include content on International Pay Systems found in the Appendix, assigned Journal Articles, and any other additional course content as provided by the instructor. | | |
| “First Class” Sept. 13th | INTRODUCTION, COURSE OVERVIEW & EXPECTATIONS THE PAY MODEL | Chapter One |
| Sept. 20th | STRATEGY and part of DEFINING INTERNAL ALIGNMENT | Chapter Two and part of Chapter Three |
| PART I: INTERNAL ALIGNMENT: DETERMINING THE STRUCTURE | | |
| Sept. 27th | DEFINING INTERNAL ALIGNMENT and JOB ANALYSIS | Part of Chapter Three and Chapter Four |
| Oct. 4th | EVALUATING WORK: JOB EVALUATION | Chapter Five |
| Oct. 11th | No Class – Enjoy Thanksgiving Break | International Pay Systems Appendix |
| Oct. 18th | PERSON BASED STRUCTURES | Chapter Six |
| Oct. 25th | MID TERM – Covers Chapters 1 – 6 and the International pay systems Appendix, | Mid Term Examination |
| PART II: EXTERNAL COMPETITIVENESS: DETERMINING THE PAY LEVEL | | |
| Nov. 1st | DEFINING COMPETITIVENESS | Chapter Seven |
| Nov. 8th | DESIGNING PAY LEVELS, MIX AND PAY STRUCTURES | Chapter Eight |
| Nov. 15th | EMPLOYEE BENEFITS Case study due the beginning of class | Chapter Nine |
| PART III: EMPLOYEE CONTRIBUTIONS: DETERMINING INDIVIDUAL PAY | | |
| Nov. 22nd | PAY-FOR-PERFORMANCE: PERFORMANCE APPRAISAL AND PLAN DESIGN | Chapter Ten |
| Nov. 29th | PAY-FOR-PERFORMANCE PLANS | Chapter Eleven |
| PART IV: MANAGING THE SYSTEM | | |
| Dec. 6th | THE ROLE OF GOVERNMENT AND UNIONS IN COMPENSATION | Chapter Twelve |
| Final Exam | FINAL EXAM – Covers Chapters 7 – 12, additional lecture content, and class handouts <i>since the midterm</i> . Exam period extends from December 10-21, 2009. Exact date of exam to be determined. | |

POLICY REGARDING ILLNESS and COMPASSIONATE ISSUES

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons. However, it is your responsibility to inform me, your instructor, prior to the exam or due date, to arrange a timely makeup, and to provide *acceptable documentation* which supports a medical or compassionate claim. In the case of a final examination or assignment in the course, you must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation. Formal policy is contained on these and other issues in the document "General Information" attached to this course outline, and provided by the Department of Social Science.

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 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 Western Ontario uses software for plagiarism checking. Students in this course (3342a/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, The Aubrey Dan Program in Management and Organizational Studies. 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 observed *may reduce your participation mark considerably.*

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 both during and at 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 General Information 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.

GENERAL INFORMATION

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

SHORT ABSENCES

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.

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. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

- **Personal Illness:** If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
- **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.
- **Note:** Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.