



Western

DAN Department of Management
& Organizational Studies

**Faculty of
Social Science**

Fall/Winter 2025/26 Course Syllabus

MOS 3342B Section – 200 and 201 Compensation and Benefits Management

Course Mode: Blended

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Office Hours: By appointment via Zoom

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1. Course Information:

1.1 Class Location and Time:

This is a blended course. Please refer to the lecture and examination schedule posted on Brightspace for information on in-person and online lectures.

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 3rd or 4th year of BMOS

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.”

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.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

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 (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ahpay-wuk) and Chonnonton (Chun-ongk-ton) Nations, 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 (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.

2. Course Materials

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

- There are various purchasing options for the textbook. Please visit the publisher's website for costs: <https://www.mheducation.ca/product/compensation-9781260065886-can-group#configurable-product-options-title>
- **Students need to purchase this edition. Older editions will not be sufficient.**

NOTE: The textbook will be used extensively so it is strongly encouraged that students purchase the textbook.

Additional Readings: Several other additional readings are listed in the lecture and examination schedule. They can be accessed through Brightspace.

Students are responsible for checking the course OWL site <https://westernu.brightspace.com/d2l/login> regularly for news and updates. This is the primary method by which information will be disseminated to all students in the class.

If students need assistance with the course OWL site, they can seek support on the [OWL Brightspace Help](#) page. Alternatively, they can contact the Western Technology Services Helpdesk. They can be contacted by phone at 519-661-3800 or ext. 83800.

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 blended course that will be delivered both in-person and online. Most of the lecture material will be delivered through Brightspace and will consist of recorded lectures as well as corresponding PowerPoint slides and handouts. Recorded lectures are asynchronous (i.e., not live). It is strongly recommended that students take notes when viewing each lecture. Recorded lectures will be posted each week on Mondays by 5 pm. **Some lectures will take place in-person and both the midterm and final exam will take place in person.** Please refer to the lecture and examination schedule posted on Brightspace for information on scheduling of in-person lectures.

Key Dates:

Classes begin: January 5, 2026
Spring Reading Week: February 14-22, 2026
Classes end: April 9, 2026
Exam period: April 12-30, 2026

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.

Mid-term Exam (see lecture and examination schedule for date; in-person) = 35%

Compensation Op-Ed Analysis (Due: March 22nd, 2026 at 11:59 pm EST) = 20%

Final Exam (during examination period scheduled by the Registrar) = 45%

Total = 100%

Mid-term Exam: The mid-term exam will consist of multiple choice factual questions. Students will have 1 hour to complete the exam. **See the lecture and examination schedule for dates.** Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. The mid-term exam will **not** be returned to students but individualized feedback can be obtained by contacting your Instructor. The exam is **closed book. Dictionaries are NOT allowed. Calculators are NOT allowed. Electronic devices of any kind (including cell phones, smart watches and calculators) are NOT allowed.**

Compensation Op-Ed Analysis: To complete this assignment, students will choose a compensation/benefits topic and research the topic. The student will then ask AI to write an op-ed piece about the topic. Based on their own research on this topic, students will write an 800 word (max) analysis on the AI generated op-ed. Within the analysis, students will be required to highlight what was done correctly/incorrectly by AI, anything AI missed in the op-ed and how the AI generated op-ed could be improved. Students are required to submit a digital copy of their assignment to Turnitin.com (via the Assignments Dropbox on the Brightspace course website) by 11:59 pm EST on March 22nd. More information on this assignment will be provided in Brightspace.

Final Exam: The final exam will be mixed-format, consisting of multiple choice, short and long/application answer questions. The exam will be cumulative and will be scheduled for 2 hours. 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. The exam is a **closed book examination. 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.**

5.1 General information about missed coursework

Students must familiarize themselves with the *University Policy on Academic Consideration – Undergraduate Students in First Entry Programs* posted on the Academic Calendar:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf.

This policy does not apply to requests for Academic Consideration submitted for **attempted or completed work**, whether online or in person.

The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar's webpage:

https://registrar.uwo.ca/academics/academic_considerations/

All requests for Academic Consideration must be made within 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows students to make one Academic Consideration request **without supporting documentation** in this course. However, the following assessments are excluded from this, and therefore always require formal supporting documentation:

- Examinations scheduled during official examination periods (Defined by policy)
- Midterm Exam* (Designated by the instructor as the one assessment that always requires documentation when requesting Academic Consideration)

When a student mistakenly submits their one allowed Academic Consideration request **without supporting documentation** for the assessments listed above or those in the **Coursework with Assessment Flexibility** section below, the request cannot be recalled and reapplied. This privilege is forfeited.

5.2 Evaluation Scheme for Missed Assessments

Exams:

Students who miss the **Mid-term Exam** will either receive a zero (0%) grade or, if granted Academic Consideration, will write the make-up exam. 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, then the student is responsible for obtaining new accommodation from Academic Counselling. **If the student is granted Academic Consideration for missing the make-up exam, then the percentage of the mid-term will be equally redistributed to the Op-ed analysis and the final exam.**

When a student misses the **Final Exam** and their Academic Consideration has been granted, they will be allowed to write the Special Examination (the name given by the University to a makeup Final Exam). See

the Academic Calendar for details (under Special Examinations), especially for those who miss multiple final exams within one examination period. 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, then the student is responsible for obtaining new accommodation from Academic Counselling. **If the student is granted Academic Consideration for missing the make-up exam, (s)he will be required to write the final exam when the course is offered again.**

Coursework with Assessment Flexibility:

By policy, instructors may deny Academic Consideration requests for the following assessments with built-in flexibility:

Deadline with a No-Late-Penalty Period: Students are expected to submit the Op-ed Analysis assignment by the deadline listed. Should extenuating circumstances arise, students do not need to request Academic Consideration for **this** assignment, and they are permitted to submit their assignment up to 72 hours past the deadline without a late penalty. Should students submit their assessment beyond 72 hours past the deadline, a grade of zero will be applied. Given this built-in flexibility, academic consideration will not be granted if the student fails to submit the assignment beyond the 72 hour flexible deadline.

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.

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.

**** 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.

6. Lecture and Examination Schedule

See Schedule on Brightspace.

7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: 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 all online lectures on a regular basis and attend the designated in-person lectures. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss an in-person lecture, you should try to obtain this material from another student.

7.1 Respect

Please act respectfully towards the classroom, the instructor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the instructor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see your instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

Student Code of Conduct <https://www.uwo.ca/univsec/pdf/board/code.pdf>

7.2 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 instructor.

7.3 Copyright Notice

Lectures and course materials, including power point presentations, recorded lectures, 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 the written consent of your instructor.

8. Exam Policies

IN-PERSON

- 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 or wear smart watches, music players, cell phones, beepers, or other electronic devices to exams

9. E-mail Policies

The following policies apply to all emails between students and the instructor. Please respect the fact that your instructor 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".

9.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact their instructor. The instructor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

9.2 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 instructor teaches different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

9.3 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

9.4 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

10. Attendance

A great deal of 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 Brightspace. If a student is unable to attend an in-person class, it is their responsibility to obtain any missed material.

Students enrolled in this class should understand the level of autonomy and self-discipline required to be successful. Below are some tips to help students succeed.

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 Brightspace 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.

10.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outline 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.

10.2 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.

11. 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 lvey 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.

You, the student, are responsible for the grades earned.

12. 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.

13. University Policy Regarding Illness, Absence and Accommodation

13.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Students can download the Student Medical Certificate (SMC) here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medical_certificate.pdf

13.2 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing to the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible but not later than two weeks prior to the writing of the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

14. University Policy on Cheating and Academic Misconduct

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_offences.pdf

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 use of AI is only permitted to be used in generating an op-ed on a selected topic for the op-ed analysis assignment. **For the remainder of this assignment, the use AI and translation beyond a dictionary is not permitted.** Any work submitted must be the work of the student in its entirety unless otherwise disclosed. When used, any such AI or translation tool should be used ethically and responsibly, and students must cite or credit the tools used in line with the expectation to use AI as a tool to learn, not to produce content.

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.

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 for such checking 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 Western University and Turnitin.com (<http://www.turnitin.com>).

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

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. 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 may include a zero grade on the assessment, 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.

15. 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 of the Department of Management and Organizational Studies via the DAN Help Portal. <https://help.sci.uwo.ca/servicedesk/customer/portal/10>
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may then appeal to the Associate Dean, Undergraduate 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.

16. Support Services

16.1 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/services/>

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

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website: https://www.uwo.ca/health/student_support/survivor_support/get-help.html
To connect with a case manager or set up an appointment, please contact support@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.

16.2 Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your [academic counsellor](#).