

Fall 2023 Course Syllabus

MOS 3342A Section – 001 **COMPENSATION AND BENEFITS MANAGEMENT** **In-Person**

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1. Course Information:

1.1 Course Description:

This course introduces students to research and best practices for the design, implementation, and management of compensation and benefits programs to meet the unique and evolving needs of an organization.

3 lecture hours: 0.5 course

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

1.2 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>

1.3 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>

1.4 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 PREREQUISITE COURSES required.

Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable. The requirement that states you must be in BMOS is lifted during registration on the priority lift dates as noted in the [Timetable](#).

2. Course Materials

Textbook: **Long, Richard J. and Singh, Parbudyal, “Strategic Compensation in Canada”, 7th Edition, Top Hat Publisher**

Via UWO bookstore or from the publisher at <https://retail.tophat.com/products/strategic-compensation-in-canada-7th-edition>

Other non copyright materials, readings, and reference materials may be provided by the instructor on OWL as the course progresses.

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 provides 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.

3.2 Course format

We will explore the field of compensation and benefits management through various media such as the lectures, textbook, websites, videos, news and current events. I believe in active learning and will make attempts to incorporate your learning needs and your active participation into each class. As such classes will contain mixtures of lectures, small group discussions, full class discussion, as well as case studies and a compensation simulation. For my efforts to be fruitful, you must also commit time and effort in preparation for each class. It is expected and assumed that readings will be completed prior to class and that students will arrive ready for discussion.

4. Learning Outcomes

By the end of this course, students will be able to:

1. Explain compensation and benefit concepts and best practices
2. Apply these concepts by identifying problems, evaluating alternatives, and implementing solutions to situations drawn from case studies, their own experience, and events in the news
3. Actively participate in class discussions and group assignments in a way that ensures all participants respect and value diversity of ideas
4. Clearly communicate analysis, supporting evidence, arguments, and recommendations via individual case study reports, individual projects, and group-based presentations

5. Classroom Expectations

I look forward to exploring the topic of compensation and benefits with you in this course. To bring these concepts to life I will augment lectures and readings with case study discussions and small group work. To ensure a positive, fun, and productive learning experience for everyone, I expect the following of myself and also of you as students.

1. To prepare effectively by reading, thinking, and writing about the assigned readings, case studies, or other assigned work BEFORE we meet for class
2. To participate actively in the learning process by sharing your ideas, experiences and questions
3. To demonstrate respect for the ideas, experiences, and perspectives of others
4. To practice respectful online class etiquette
5. To set and live up to high – rather than minimal – standards in all of the above

I encourage your feedback regarding the course content and learning experience as the term progresses and will periodically encourage a discussion of same when we meet.

6. Evaluation

Your evaluation will be based on the components listed below. Reweighting of the evaluation components is not allowed:

- Class Participation = 20%
- Team Project-Compensation Simulation

○ Phase 1 (Report 10% + Presentation 5%)	=	15%
○ Phase II (Report 10% + Presentation 5%)	=	15%
○ Phase III (Report 10% + Presentation 5%)	=	15%
➤ Mid-Term Examination	=	35%
Total	=	100%

Examination will be **closed-book examinations. Dictionaries are NOT allowed into the examinations.**

All the required evaluations must be completed for you to pass the course. I encourage you to email or meet with me whenever you have questions or concerns about the assigned coursework, your progress in the course, or to share early ideas for your individual or group assignments. All meetings will be conducted by contacting me via email (amarium@uwo.ca)

CALCULATORS OR NO CALCULATORS:

Only non-programmable calculators will be allowed into the exams. If you are unsure, please ask your Instructor.

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 in the instructor's office by contacting your instructor.

All assignments must be written by you and will be subject to review by Turnitin. Note that I am required to report any suspicion of plagiarism. See the detailed schedule at the end of this document for tentative assignment deadlines. **Also, watch our course OWL site and OWL Announcements for updates.** I encourage you to email or meet with me whenever you have questions or concerns about the assigned coursework, your progress in the course, assignments, and exams. All meetings will be conducted by contacting me via email (amarium@uwo.ca) to arrange time.

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.***

Class Participation = 20%

The percentage of your grade assigned to active in-class participation reflects the importance of discussion and debate in learning and applying the concepts of this course. Specifically, you are expected to: attend all classes when they are scheduled; be prepared to contribute to your own learning and that of your fellow students by doing the assigned readings and thinking about the

pre-assigned questions or case studies before the session; asking questions during class for clarification; volunteering your opinions and reasoned arguments during class discussions. Along with voluntary participation, I reserve the right to call on you for your ideas and opinions at any time. You will also be required to evaluate the presentations made by other teams to secure class participation marks. More details will be provided on your OWL course site

Team Project – Compensation Simulation (45%)

Early in the term, the class will be divided into teams of five to six students. Each team will design a complete compensation system for a simulated organization. The purpose of this simulation is to provide a vehicle through which you can apply your compensation knowledge, acquired from your text and your classes, to enrich your learning about this crucial topic. The project will be due in three phases. At the end of each phase, each team will submit a report and make a presentation of the work submitted. Each Team will have 20 minutes for the presentation. The presentation schedule will be available on OWL before each phase's presentations. Each report will then be graded and returned.

The case and the simulation details have been taken from your textbook resources. The company details (Duplox Copiers Canada Limited) and all other relevant resources will be available on the OWL course site. Your mission is to analyze the firm, identify the sources of the problems the firm is facing, recommend any necessary organizational changes, formulate a new reward and compensation strategy, and design and implement a compensation system that will maximize the company's success. Due to the magnitude of your task, you will complete this project in three phases. At the end of each phase, you will submit a report and give a brief presentation describing your analysis and key recommendations in class.

In **Phase I**, you will analyze the current organizational system, identify problems and their causes, propose solutions, outline an effective reward and compensation strategy, develop and apply a job evaluation system for some jobs, and develop a pay-for-knowledge system for other jobs. (The company has seen pay-for-knowledge plans at other organizations and wants to try one but wants to apply it to only a limited number of jobs to see how it might work.) Currently, the firm does not use either job evaluation or pay for knowledge; it simply relies on a rather haphazard form of market pricing.

Phase II will involve calibrating your compensation system to the market and applying market data to the pay structures that flow from your compensation strategy, job evaluation system, and pay-for-knowledge plan. The result of Phase II will be a pay structure that provides a pay range for every job at the firm, including the actual dollar values for base pay, performance pay, and indirect pay that will be provided for each job.

Phase III will involve operationalizing the new compensation system by fleshing out your performance pay and indirect pay plans, adjusting compensation of current employees into your new system, and developing procedures for the implementation and ongoing management of your compensation system.

By the time you finish this compensation simulation, you will understand the compensation process from beginning to end—from strategy to practice. Please note the following dates:

- **Phase I Report Presentation during class on Oct 25 and Submission due on Oct 27 at 4 pm**
- **Phase II Report Presentation during class on Nov 15 and Submission due on Nov 17 at 4 pm**
- **Phase III Report Presentation during class on Dec 06 and Submission due on Dec 08 at 4 pm**

Each phase will have 15% weightage. Each phase report and presentation will be evaluated as per the Rubric available on the OWL course site.

More Details will be provided on OWL

Mid-Term Examination = 35%, On Wednesday, October 11

Exams cover all course materials, textbook chapters, and lecture notes. Exams are closed-book examinations. In addition, simple calculators are allowed in the examinations. The midterm exam will be scheduled for 75 Minutes and will be held during our class session. It will consist of MCQs and short questions and answers. Total marks of the Final-term Examination will be 70, worth 35% of the total marks.

7. Lecture and Examination Schedule

See the schedule on OWL Course site.

8. 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 attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

8.1 Respect

Please act respectfully towards the classroom, the Professor 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 Professor. 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 the instructor.

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

8.2 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 professor.

8.3 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.

9. Exam Policies

- 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

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

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

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.

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

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, Absence and Accommodation

14.1 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://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf

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

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

14.2 Accessible Education

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here:

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

Students needing access to Accessible Education should register here:

http://academicsupport.uwo.ca/accessible_education/index.html

14.3 Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give reasonable notice in writing, prior to the holiday, to the Instructor and an Academic Counsellor if their course requirements will be affected by a religious observance.

Additional information is given in the Western Multicultural Calendar.

14.4 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 the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

15. 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: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.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 and translation tools in written work beyond a dictionary is not permitted unless permission is granted by the instructor for specific circumstances. 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 only 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.

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/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: <http://www.uwo.ca/uwocom/mentalhealth/> 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.