HROB*3010 Compensation Systems  

Fall 2019  
Section: DE  

Department of Management  
Credit Weight: 0.50

Course Details

Calendar Description

This course focuses on how organizations attract, retain, and motivate employees through formal and informal reward mechanisms. Topics include: developing pay structures, job analysis, job evaluation, pay systems, pay system administration, equity issues, and benefits.

Pre-Requisite(s): 1 of BUS*3000, HROB*2100, HROB*2290, HROB*3000, PSYC*3070

Co-Requisite(s): None

Equate(s): BUS*3010, PSYC*3010

Restriction(s): This is a Priority Access Course. Some restrictions may apply during some time periods. Please contact the department for more information.

Method of Delivery: Online

Final Exam

There is no final exam in this course.
Instructional Support

Instructor

Thomas Sasso
Email: tsasso@uoguelph.ca
Telephone: email preferred
Office: Macdonald Hall (MAC), Room 217

Learning Resources

Required Textbook

Title: Compensation
Author(s): Milkovich, Newman, Gerhart, Cole, & Yap.
Publisher: McGraw-Hill

You may purchase the textbook at the Guelph Campus Co-op Bookstore or the University of Guelph Bookstore. Please note that DE textbooks are located in the Distance Education section of the University of Guelph Bookstore.

https://guelphcampus.coop/bookstore
http://www.bookstore.uoguelph.ca/

Course Website

CourseLink (powered by D2L’s Brightspace) is the course website and will act as your classroom. It is recommended that you log in to your course website every day to check for announcements, access course materials, and review the weekly schedule and assignment requirements.

https://courselink.uoguelph.ca/shared/login/login.html

Ares

For this course, you will be required to access course reserve materials through the University of Guelph McLaughlin Library. To access these items, select Ares on the navbar in CourseLink. Note that you will need your Central Login ID and password in order to access items on reserve.

For further instructions on accessing reserve resources, visit How to Get Course Reserve Materials.

If at any point during the course you have difficulty accessing reserve materials, please contact the e-Learning Operations and Reserve Services staff at:
Learning Outcomes

Course Learning Outcomes

By the end of this course, you should be able to:

1. Conduct a job evaluation and develop a pay structure;
2. Analyze and make recommendations to organizations regarding their compensation system;
3. Recognize the importance of basing a pay system on a job analysis;
4. Understand the importance of incorporating equity issues and other motivation theories into an organization’s compensation and benefit system;
5. Analyze performance evaluation and compensation systems and provide recommendations to ensure effective performance management of your employees;
6. Describe the importance of internal alignment (between the compensation system and the strategy of the organization);
7. Understand the importance of external competitiveness and its effect on an organization’s pay system;
8. Recognize the importance of establishing a pay system that is both perceived as procedurally just and is legally defensible; and
9. Apply the theories you have learned to real-world situations, including issues you see in the media and situations you encounter in the workplace.

Teaching and Learning Activities

Method of Learning

The teaching methods in this course include lecture slides available online as well as discussion questions, articles and case studies. This multiplicity of methods allows students to:

- Test their understanding of theories and concepts presented in the readings.
- Use theories and concepts to analyze and solve actual problems in organizations.
- Develop skills in communicating ideas, in developing and presenting arguments, in listening to and understanding others, and in challenging others’ views in a way that advances everyone’s understanding.
• Learn to think independently, since each student must choose the theories or conceptual frameworks that best fit with the issues and problems in the case at hand.

In this course, the role of the professor focuses on stimulating and guiding student discussion. I will review theoretical concepts, but will also ask questions and encourage you to challenge and support different points of view in discussion.

Course Structure

• Unit 01: Introduction to Strategic Compensation Systems
• Unit 02: Internal Alignment: Determining the Structure
• Unit 03: Job Evaluation
• Unit 04: Person-Based Pay Structures
• Unit 05: External Competitiveness: Determining the Pay Level
• Unit 06: Midterm
• Unit 07: Employee Benefits
• Unit 08: Pay for Performance
• Unit 09: The Role of Government & Unions in Compensation
• Unit 10: Budgets & Administration
• Unit 11: Review

Schedule

Unit 01: Introduction to Strategic Compensation Systems

Week 1 – Thursday, September 5 to Sunday, September 15

Readings
• Website: Unit 01 Content
• Textbook: Chapters 1 and 2
• Ares:

Activities
• Familiarize yourself with the course website by reviewing the Start Here section of the course.
• Review the Outline and Assessments sections on the course website to learn about course expectations, assessments, and due dates.
Assessments

- **Unit Discussion 01**
  Opens: Thursday, September 5 at 12:01 am ET
  Closes: Sunday, September 15 at 11:59 pm ET

**Unit 02: Internal Alignment: Determining the Structure**

**Week 2 – Monday, September 16 to Sunday, September 22**

**Readings**

- Website: Unit 02 Content
- Textbook: Chapters 3 and 4
- Ares:

**Assessments**

- **Unit Discussion 02**
  Opens: Monday, September 16 at 12:01 am ET
  Closes: Sunday, September 22 at 11:59 pm ET

**Unit 03: Job Evaluation**

**Week 3 – Monday, September 23 to Sunday, September 29**

**Readings**

- Website: Unit 03 Content
- Textbook: Chapter 5

**Assessments**

- **Unit Discussion 03**
  Opens: Monday, September 23 at 12:01 am ET
  Closes: Sunday, September 29 at 11:59 pm ET

**Unit 04: Person-Based Pay Structures**

**Week 4 – Monday, September 30 to Sunday, October 6**

**Readings**

- Website: Unit 04 Content
- Textbook: Chapter 6

Page 5 of 17
• Ares:

Assessments

• Unit Discussion 04
  Opens: Monday, September 30 at 12:01 am ET
  Closes: Sunday, October 6 at 11:59 pm ET

Unit 05: External Competitiveness: Determining the Pay Level

Week 5 – Monday, October 7 to Sunday, October 13

Readings
  • Website: Unit 05 Content
  • Textbook: Chapters 7 and 8

Assessments

• Unit Discussion 05
  Opens: Monday, October 7 at 12:01 am ET
  Closes: Sunday, October 13 at 11:59 pm ET

Unit 06: Midterm

Week 6 – Monday, October 14 to Sunday, October 20

Assessments

• Midterm
  Opens: Wednesday, October 16 at 8:00 am ET
  Closes: Thursday, October 17 at 11:59 pm ET

Unit 07: Employee Benefits

Week 7 – Monday, October 21 to Sunday, October 27

Readings
  • Website: Unit 07 Content
  • Textbook: Chapter 9
  • Ares:

Assessments

• Unit Discussion 07
  Opens: Monday, October 21 at 12:01 am ET
  Closes: Sunday, October 27 at 11:59 pm ET
Unit 08: Pay for Performance

Weeks 8 and 9 – Monday, October 28 to Sunday, November 10

Readings
- Website: Unit 08 Content
- Textbook: Chapters 10 and 11
- Ares:
  - Bonuses in Bad Times (HBR Case Study and Commentary) HBR Articles | Daniela Beyersdorfer, Vincent Dessain, Zeynep Ton, Nicolas Hollanders, Marcos Barberan | Jul 1, 2012

Assessments
- **Unit Discussion 08**
  Opens: Monday, October 28 at 12:01 am ET
  Closes: Sunday, November 10 at 11:59 pm ET
- **Theory-in-the-News Project**
  Due: Sunday, November 10 at 11:59 pm ET

Unit 09: The Role of Government & Unions in Compensation

Week 10 – Monday, November 11 to Sunday, November 17

Readings
- Website: Unit 09 Content
- Textbook: Chapter 12
- Ares:
  - The Darwinian Workplace HBR Articles | Serguei Netessine, Valery Yakubovich | May 1, 2012
Assessments

- **Unit Discussion 09**
  Opens: Monday, November 11 at 12:01 am ET
  Closes: Sunday, November 17 at 11:59 pm ET

**Unit 10: Budgets & Administration**

**Week 11 – Monday, November 18 to Sunday, November 24**

**Readings**

- Website: Unit 10 Content
- Textbook: Chapter 13
- Ares:
  - Investigating the Pay Gap
    HBR Articles | Sarah Green | Apr 1, 2010

**Assessments**

- **Unit Discussion 10**
  Opens: Monday, November 18 at 12:01 am ET
  Closes: Sunday, November 24 at 11:59 pm ET

**Unit 11: Review**

**Week 12 – Monday, November 25 to Friday, November 29**

**Assessments**

- **Self-Reflection Essay**
  Due: Friday, November 29 at 11:59 pm ET
- **Online Discussion Self-Evaluation**
  Due: Friday, November 29 at 11:59 pm ET
- **Final Test**
  Opens: Wednesday, November 27 at 8:00 am ET
  Closes: Thursday, November 28 at 11:59 pm ET

**Assessment**

The grade determination for this course is indicated in the following table. A brief description of each assessment is provided below. Select **Content** on the navbar to locate **Assessments** in the table of contents panel to review further details of each assessment. Due dates can be found under the Schedule heading of this outline.
### Table 1: Course Assessment

<table>
<thead>
<tr>
<th>Assessment Item</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm Test</td>
<td>25%</td>
</tr>
<tr>
<td>Final Test</td>
<td>25%</td>
</tr>
<tr>
<td>Self-Reflection Essay</td>
<td>20%</td>
</tr>
<tr>
<td>Theory in the News Project</td>
<td>20%</td>
</tr>
<tr>
<td>Participation in Online Discussions</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### Assessment Descriptions

#### Midterm & Final Test

There will be two online tests (Midterm and Final) during the semester. These tests will be 90 minutes long and may include short answer and multiple-choice questions. More details will be provided online prior to the test. Each test will be available for two days as listed in the schedule section of this outline. The instructor may provide practice review questions for the test, some of which may be used on the test. This is to improve your learning experience and retention of knowledge. While it is acceptable to work together on these questions when studying for the test, it is NOT acceptable to use the same answers as anyone else in the course for your test answers (your answers must be individually written or it may be considered academic misconduct).

#### Self-Reflection Essay

You are required to write an individual essay on the following topic - As a manager, what I would do from a compensation perspective to select, retain and motivate my employees. You should integrate theories in this essay from this class, as well as from your prior Human Resources classes (e.g. legal framework) and Organizational Behaviour classes (e.g. motivation theories).

#### Theory in the News Project

The purpose of this project is to bring the real world into the classroom and learn how to analyze a compensation issue and provide recommendations (similar to how a consultant would conduct such an analysis). You should summarize the situation, analyze the situation using theories from the course, and provide recommendations.

#### Participation in Online Discussions

A very critical part of this course is your participation in the online discussions. An example or issue will be posted at the beginning of each week. Your grade will be a function of the quality and quantity of your participation, and will include a self-evaluation. You are encouraged to build on the discussion that has already taken place. In other words, grades are not simply given for...
simply answering the discussion questions, but also for critically responding to the previous postings.

Course Technologies and Technical Support

CourseLink System Requirements

You are responsible for ensuring that your computer system meets the necessary system requirements. Use the browser check tool to ensure your browser settings are compatible and up to date. (Results will be displayed in a new browser window).

http://spaces.uoguelph.ca/ed/system-requirements/
https://courselink.uoguelph.ca/d2l/systemCheck

Technical Skills

As part of your online experience, you are expected to use a variety of technology as part of your learning:

- Manage files and folders on your computer (e.g., save, name, copy, backup, rename, delete, and check properties);
- Install software, security, and virus protection;
- Use office applications (e.g., Word, PowerPoint, Excel, or similar) to create documents;
- Be comfortable uploading and downloading saved files;
- Communicate using email (e.g., create, receive, reply, print, send, and download attachments);
- Navigate the CourseLink learning environment (the instructions for this are given in your course);
- Communicate using a discussion board (e.g., read, search, post, reply, follow threads) in the CourseLink website;
- Upload assignments using the Dropbox tool in the CourseLink website;
- Access, navigate, and search the Internet using a web browser (e.g., Firefox, Internet Explorer); and
- Perform online research using various search engines (e.g., Google) and library databases.

Course Technologies

CourseLink

Distance Education courses are offered entirely online using CourseLink (powered by D2L's Brightspace), the University of Guelph's online learning management system (LMS). By using this service, you agree to comply with the University of Guelph's Access and Privacy Guidelines.
Please visit the D2L website to review the Brightspace privacy statement and Brightspace Learning Environment web accessibility standards.

http://www.uoguelph.ca/web/privacy/
https://www.d2l.com/legal/privacy/
https://www.d2l.com/accessibility/standards/

Technical Support

If you need any assistance with the software tools or the CourseLink website, contact CourseLink Support.

CourseLink Support
University of Guelph
Day Hall, Room 211
Email: courselink@uoguelph.ca
Tel: 519-824-4120 ext. 56939
Toll-Free (CAN/USA): 1-866-275-1478

Walk-In Hours (Eastern Time):
Monday thru Friday: 8:30 am–4:30 pm

Phone/Email Hours (Eastern Time):
Monday thru Friday: 8:30 am–8:30 pm
Saturday: 10:00 am–4:00 pm
Sunday: 12:00 pm–6:00 pm

Course Specific Standard Statements

Acceptable Use

The University of Guelph has an Acceptable Use Policy, which you are expected to adhere to.

https://www.uoguelph.ca/ccs/infosec/aup

Communicating with Your Instructor

During the course, your instructor will interact with you on various course matters on the course website using the following ways of communication:

- **Announcements**: The instructor will use Announcements on the Course Home page to provide you with course reminders and updates. Please check this section frequently for course updates from your instructor.

- **Ask Your Instructor Discussion**: Use this discussion forum to ask questions of your instructor about content or course-related issues with which you are unfamiliar. If you encounter difficulties, the instructor is here to help you. Please post general course-related questions to the discussion forum so that all students have an opportunity to review the response. To access this discussion forum, select Discussions from the Tools dropdown menu.
• **Email:** If you have a conflict that prevents you from completing course requirements, or have a question concerning a personal matter, you can send your instructor a private message by email. The instructor will respond to your email within 48 to 72 hours.

• **Skype:** If you have a complex question you would like to discuss with your instructor, you may book a Skype meeting. Skype meetings depend on the availability of you and the instructor, and are booked on a first come first served basis.

**Netiquette Expectations**

For distance education courses, the course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online.

Inappropriate online behaviour will not be tolerated. Examples of inappropriate online behaviour include:

- Posting inflammatory messages about your instructor or fellow students;
- Using obscene or offensive language online;
- Copying or presenting someone else's work as your own;
- Adapting information from the Internet without using proper citations or references;
- Buying or selling term papers or assignments;
- Posting or selling course materials to course notes websites;
- Having someone else complete your quiz or completing a quiz for/with another student;
- Stating false claims about lost quiz answers or other assignment submissions;
- Threatening or harassing a student or instructor online;
- Discriminating against fellow students, instructors, and/or TAs;
- Using the course website to promote profit-driven products or services;
- Attempting to compromise the security or functionality of the learning management system; and
- Sharing your username and password.

**Submission of Assignments to Dropbox**

Assignments for this course should be submitted electronically via the online Dropbox tool. When submitting your assignments using the Dropbox tool, do not leave the page until your assignment has successfully uploaded. To verify that your submission was complete, you can view the submission history immediately after the upload to see which files uploaded successfully. The system will also email you a receipt. Save this email receipt as proof of submission.

Be sure to keep a back-up copy of all of your assignments in the event that they are lost in transition. In order to avoid any last-minute computer problems, your instructor strongly recommend you save your assignments to a cloud-based file storage (e.g., Google Docs), or
send to your email account, so that should something happen to your computer, the assignment could still be submitted on time or re-submitted.

Submitted assignments should be saved in Rich Text Format (.rtf) and include a cover page with student name, student ID #, email address, course name, course code, instructor name, assignment name, and date. File name should follow the naming convention: FirstInitialLastName_StudentID_CourseCode_AssignmentName_Date (e.g. JDoel_0000000_BUS3010DE_Assignment1_September2017)

It is your responsibility to submit your assignments on time as specified in the schedule section of this outline. Be sure to check the technical requirements and make sure you have the proper computer, that you have a supported browser, and that you have reliable Internet access. Remember that technical difficulty is not an excuse not to turn in your assignment on time. Don’t wait until the last minute as you may get behind in your work.

If, for some reason, you have a technical difficulty when submitting your assignment electronically, please contact your instructor or CourseLink Support.

http://spaces.uoguelph.ca/ed/contact-us/

**Late Policy**

If you choose to submit your individual assignments to the Dropbox tool late, the full allocated mark will be reduced by 5% per day after the deadline for the submission of the assignment to a limit of six days at which time access to the Dropbox folder will be closed.

Extensions will be considered for medical reasons or other extenuating circumstances. If you require an extension, discuss this with the instructor as soon as possible and well before the due date. Barring exceptional circumstances, extensions will not be granted once the due date has passed. These rules are not designed to be arbitrary, nor are they inflexible. They are designed to keep you organized, to ensure that all students have the same amount of time to work on assignments, and to help to return marked materials to you in the shortest possible time.

**Obtaining Grades and Feedback**

Unofficial assessment marks will be available in the Grades tool of the course website.

Your instructor will have grades posted online within 2 weeks of the submission deadline, if the assignment was submitted on time. Once your assignments are marked you can view your grades on the course website by selecting Grades from the Tools dropdown menu on the navbar. Your course will remain open to you for seven days following the last day of the final exam period.

University of Guelph degree students can access their final grade by logging into WebAdvisor (using your U of G central ID). Open Learning program students should log in to the OpenEd Student Portal to view their final grade (using the same username and password you have been using for your courses).

https://webadvisor.uoguelph.ca/

https://courses.opened.uoguelph.ca/portal/logon.do?method=load

**Rights and Responsibilities When Learning Online**
For distance education (DE) courses, the course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online.

For more information on your rights and responsibilities when learning in the online environment, visit Rights and Responsibilities.

http://opened.uoguelph.ca/student-resources/rights-and-responsibilities

University Standard Statements

University of Guelph: Undergraduate Policies

As a student of the University of Guelph, it is important for you to understand your rights and responsibilities and the academic rules and regulations that you must abide by.

If you are a registered University of Guelph Degree Student, consult the Undergraduate Calendar for the rules, regulations, curricula, programs and fees for current and previous academic years.

If you are an Open Learning Program Student, consult the Open Learning Program Calendar for information about University of Guelph administrative policies, procedures and services.

https://www.uoguelph.ca/registrar/calendars/undergraduate/current/
http://opened.uoguelph.ca/student-resources/open-learning-program-calendar

Email Communication

University of Guelph Degree Students

As per university regulations, all students are required to check their uoguelph.ca e-mail account regularly: e-mail is the official route of communication between the University and its students.

Open Learning Program Students

Check your email account (the account you provided upon registration) regularly for important communications, as this is the primary conduit by which the Open Learning and Educational Support will notify you of events, deadlines, announcements or any other official information.

When You Cannot Meet Course Requirements

When you find yourself unable to meet an in-course requirement due to illness or compassionate reasons, please advise your course instructor in writing, with your name, ID number and email contact.
University of Guelph Degree Students

Consult the Undergraduate Calendar for information on regulations and procedures for Academic Consideration.

https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml

Open Learning Program Students

Please refer to the Open Learning Program Calendar for information on regulations and procedures for requesting Academic Consideration.

http://opened.uoguelph.ca/student-resources/open-learning-program-calendar

Drop Date

University of Guelph Degree Students

Students will have until the last day of classes to drop courses without academic penalty. Review the Undergraduate Calendar for regulations and procedures for Dropping Courses.

https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-drop.shtml

Open Learning Program Students

Please refer to the Open Learning Program Calendar.

http://opened.uoguelph.ca/student-resources/open-learning-program-calendar

Copies of Assignments

Keep paper and/or other reliable back-up copies of all assignments: you may be asked to resubmit work at any time.

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment.

University of Guelph Degree Students

Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Accessibility Services as soon as possible.
For more information, contact Accessibility Services at 519-824-4120 ext. 56208, email Accessibility Services or visit the Accessibility Services website.

accessibility@uoguelph.ca
https://wellness.uoguelph.ca/accessibility/

Open Learning Program Students

If you are an Open Learning program student who requires academic accommodation, please contact the Academic Assistant to the Director. Please ensure that you contact us before the end of the first week of your course (every semester) in order to avoid any delays in support. Documentation from a health professional is required for all academic accommodations. Please note that all information provided will be held in confidence.

If you require textbooks produced in an alternate format (e.g., DAISY, Braille, large print or eText), please contact the Academic Assistant to the Director at least two months prior to the course start date. If contact is not made within the suggested time frame, support may be delayed. It is recommended that you refer to the course outline before beginning your course in order to determine the required readings.

The provision of academic accommodation is a shared responsibility between OpenEd and the student requesting accommodation. It is recognized that academic accommodations are intended to “level the playing field” for students with disabilities.

jessica.martin@uoguelph.ca

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community – faculty, staff, and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. University of Guelph students have the responsibility of abiding by the University’s policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection.

Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar.

https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml

Copyright Notice
Content within this course is copyright protected. Third party copyrighted materials (such as book chapters and articles) have either been licensed for use in this course, or have been copied under an exception or limitation in Canadian Copyright law.

The fair dealing exemption in Canada’s Copyright Act permits students to reproduce short excerpts from copyright-protected materials for purposes such as research, education, private study, criticism and review, with proper attribution. Any other copying, communicating, or distribution of any content provided in this course, except as permitted by law, may be an infringement of copyright if done without proper license or the consent of the copyright owner. Examples of infringing uses of copyrighted works would include uploading materials to a commercial third party web site, or making paper or electronic reproductions of all, or a substantial part, of works such as textbooks for commercial purposes.

Students who upload to CourseLink copyrighted materials such as book chapters, journal articles, or materials taken from the Internet, must ensure that they comply with Canadian Copyright law or with the terms of the University’s electronic resource licenses.

For more information about students’ rights and obligations with respect to copyrighted works, review Fair Dealing Guidance for Students.

http://www.lib.uoguelph.ca/sites/default/files/fair_dealing_policy_0.pdf

**Plagiarism Detection Software**

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

**Recording of Materials**

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.