**UNIVERSITY OF WATERLOO**

**HRM 303 – COMPENSATION**

**Fall 2022**

Lecturer: Vince DiRuzza

Lecturer/Director, HRM Management Program

Email: vdiruzza@uwaterloo.ca

Office Hours: By appointment.

Required Text: Long, Richard J., Singh, Parbudyal. Strategic Compensation in Canada

(7th Edition.)

(There are two purchase options available for the required textbook. Please see note on last page of syllabus.)

Teaching Assistant: Sarah Skye Towers Email: sstowers@uwaterloo.ca

Lecture Time/Location: 4:00 to 5:20 Tuesday/Thursday AL 124

Department Contact: Claudia Labahn

HRM Program Co-ordinator/Academic Advisor

Department of Psychology

Email: claudia.labahn@uaterloo.ca

Course Web Page: LEARN

HRM website: <http://www.psychology.uwaterloo.ca/hrm/index.html>

**INTRODUCTION:**

This course deals with the importance of understanding the complexity for the identification and design of compensation systems that add the most value to organizations. The purpose of the course is to develop the knowledge and skills needed to effectively manage the important function of compensation. The course will assist those wishing to learn how to create effective compensation systems and serve as a useful source of information relating to strategic compensation. The focus will be on:

* The development of a compensation strategy and how to transform this into an operating compensation system.
* The technical processes necessary to convert the compensation strategy into a compensation system.
* The review of key issues in designing performance pay plan and indirect pay plans. Key issues in implementing a new compensation system and its ongoing operation.

**LEARNING OUTCOMES:**

Upon successful completion of this course, students will be able to:

* Understand why an effective compensation system is so important to organizations. This includes understanding the strategic and behavioral framework for compensation.

* Understand how to formulate the reward and compensation strategy, the components of the strategy and performance pay choices.
* Appreciate the importance of determining compensation values through job market and individual evaluation.
* Identify and understand performance and indirect pay plans.
* Gain knowledge and review ways to activate and maintain an effective compensation system.

**THE CLASS:**

Classes will be a combination of the following:

1. Lecture: You will be guided through the information representing the various chapters in the text. PowerPoint guides will be posted before each class, but you will be responsible for appropriate note taking. Not all text material will be covered in the class however, you are responsible for this information on the assessments.
2. Group Presentations and Project on Chapter 10, 11 or 12. (Check weekly agenda for dates.)
3. Break out discussion groups.

**APPRAISING STUDENT PERFORMANCE:**

20% Assessment # 1 - Chapters 1, 2 & 3

Post: Thursday September 29, 2022. Due: Thursday October 6, 2022, by 4 pm. (Start of class.)

20% Assessment # 2 - Chapters 5, 6, 7 & 8

Post: Thursday Nov 3, 2022. Due: Thursday November 10, 2022, by 4 pm. (Start of class.)

20% Assessment # 3 - Chapters 9, 10, 11 & 12

Post: Tuesday November 29, 2022. Due: Tuesday December 6, 2022. (Start of class.)

20% Group Project (See notes below - refer to weekly agenda for important dates.)

10% Group Presentation (Refer to weekly agenda for presentation dates.)

10% Engagement/Participation

**Important NOTE: The due dates are not negotiable and need to be honored. Late assignments will not be accepted and will result in no mark being allocated for that particular assignment.**

Additional notes regarding appraising student performance:

**Assessments (3x20%):**

The assessments will allow you the opportunity to response to a number of short answer questions from the chapters being reviewed. The questions are designed so that you can apply the learnings and demonstrate understanding.

The Assessments will be posted on LEARN. The posting and due dates are listed on the weekly agenda. On the due date you will post the Assessment in the appropriate LEARN drop box. Late assessments will not be accepted. Clear directions will be given once assignments are posted.

**Group Project and Presentation (Group Project 20%, Group Presentation 10%):**

The group project and presentation will allow you the opportunity to align yourself with a compensation topic that is of interest to you from Chapter 10, 11 or 12.

* First, it is imperative that you review the two chapters that are assigned to the project. Once you have reviewed the chapters you can decide on a topic that is of interest to you.
* During the first week of classes, we will formulate groups according to your interest.
* You and your group members will be responsible for choosing a topic within the corresponding chapter.
* Once your group has chosen a topic within your assigned chapter, you will need to conduct research on this topic to demonstrate understanding. You will also need to identify the challenges and issues in relation to the topic. You will provide recommendations on how to manage the challenge/issues that your research reveals.
* As a group, a presentation (worth 10%) will be delivered to the class.
* Groups are required to submit a one-page outline on Thursday September 22, 2022. I will review the outline directly with the group.
* Maximum length of the written project is eight pages not including appendices.
* Characteristics of excellent work: understanding of topic, relevant research and use of outside sources, thorough, practical and creative identification of issues and challenges with logical recommendations.
* The length of the presentation will be discussed in class and is based on course enrollment. During the presentation your group needs to be ready to answer questions for the class. Additional evaluation criteria will be discussed in class.
* NOTE: Your group will receive a “group mark” for the presentation and written assignment. Should the need arise: these marks could be individually adjusted (lowered) if a group member does not equally contribute to the success of the group. A confidential peer evaluation form will be posted on the 2nd last week of classes. You will be responsible to hand this form in on the last class. If this form is not handed in your participation/engagement mark will be 0/10.

**Engagement/Participation (10%):**

The engagement/participation mark is a very important factor for success in this course. This mark is allocated based on your contribution to all class discussion and activities. Poor attendance, not participating in group or class discussions, working on other activities during class, texting and inappropriate use of laptop are a few examples of what will contribute to a mark of 0/10. Attendance will also be taken at the end of each class. The engagement/participation mark will be assigned at end of term.

**SPECIAL NOTES REGARDING THE FALL 2022 TERM:**

Should a short term (e.g., one-week) cancellation of in-person classes, whether for the particular course or University wide occur during the term, the following will occur:

* The weekly PowerPoints will be posted, and I which will include a voice narrative.
* I will also be available for virtual appointments to address any inquires you have in regard to course material. Your group will be required to work remotely to ensure all group deadlines are adhered to.
* Should this short-term cancellation of in-person classes occur during your presentation week the presentation will be delivered virtually on TEAMS during the regular scheduled time. All class members are required to attend.

Should a longer-term cancellation of in-person meetings, whether for this course or University-wide occur during the term, the following will occur:

* PowerPoints will continue to be posted weekly as per the course agenda. The PowerPoint presentations will include a voice narrative.
* I will be available virtually during class times to respond to any inquiries regarding course material.
* Group Presentations will follow the schedule but will be delivered on TEAMS and all students will be required to attend.
* In worst case scenario, and only if the University is locked down, the engagement/participation mark will be deleted.

NOTE: The above is only if there is a short term or long-term cancellation of in-person classes.

All University policies for students who cannot attend class due to self-isolation will be followed. Please partner with another student in the class for note taking in case you are required to self-isolate. Virtual appointments can also be booked with me to respond to your inquiries regarding course content. Please make me aware of any self-isolation which occurs so that I can appropriately manage the engagement/participation marks.

**Academic Integrity**

In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. Check the Office of Academic Integrity website for more information.

**Discipline**

A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for their actions. Check the Office of Academic Integrity for more information. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to Policy 71 - Student Discipline. For typical penalties check Guidelines for the Assessment of Penalties.

**Concerns about a Course Policy or Decision**

We in the Psychology Department take great pride in the high quality of our program and our instructors. Though infrequent, we know that students occasionally find themselves in situations of conflict with their instructors over course policies or grade assessments. If such a conflict arises, the Associate Chair for Undergraduate Affairs (Richard Eibach) is available for consultation and to mediate a resolution between the student and instructor: Email: reibach@uwaterloo.ca; Ph 519-888-4567 ext. 38790

**Grievance**

A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70 - Student Petitions and Grievances, Section 4. When in doubt, please be certain to contact Richard Eibach, the Associate Chair for Undergraduate Affairs who will provide further assistance; reibach@uwaterloo.ca.

**Appeals**

A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes they have a ground for an appeal should refer to Policy 72 - Student Appeals.

**Note for Students with Disabilities:** The AccessAbility Services office, located on the first floor of the Needles Hall extension (NH 1401), collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

**Turnitin.com:** Text matching software (Turnitin®) may be used to screen assignments in this course. Turnitin® is used to verify that all materials and sources in assignments are documented. Students' submissions are stored on a U.S. server, therefore students must be given an alternative (e.g., scaffolded assignment or annotated bibliography), if they are concerned about their privacy and/or security. Students will be given due notice, in the first week of the term and/or at the time assignment details are provided, about arrangements and alternatives for the use of Turnitin in this course.

It is the responsibility of the student to notify the instructor if they, in the first week of term or at the time assignment details are provided, wish to submit alternate assignment.

**Cross-listed Course (if applicable)**

Please note that a cross-listed course will count in all respective averages no matter under which rubric it has been taken. For example, a PHIL/PSCI cross-list will count in a Philosophy major average, even if the course was taken under the Political Science rubric.

**Chosen/Preferred First Name**

Do you want professors and interviewers to call you by a different first name? Take a minute now to verify or tell us your chosen/preferred first name by logging into WatIAM. Why? Starting in winter 2020, your chosen/preferred first name listed in WatIAM will be used broadly across campus (e.g., LEARN, Quest, WaterlooWorks, WatCard, etc.). Note: Your legal first name will always be used on certain official documents. For more details, visit Updating Personal Information.

Important Notes:

* If you included a preferred name on your OUAC application, it will be used as your chosen/preferred name unless you make a change now.
* If you don’t provide a chosen/preferred name, your legal first name will continue to be used.

**Mental Health Support**

All of us need a support system. The faculty and staff in Arts encourage students to seek out mental health support if they are needed.

**On Campus**

* Counselling Services: counselling.services@uwaterloo.ca / 519-888-4567 ext. 32655
* MATES: one-to-one peer support program offered by the Waterloo Undergraduate Student Association (WUSA) and Counselling Services

**Off campus**, 24/7

* Good2Talk: Free confidential help line for post-secondary students. Phone: 1-866-925-5454
* Grand River Hospital: Emergency care for mental health crisis. Phone: 519-749-4300 ext. 6880 ·
* Here 24/7: Mental Health and Crisis Service Team. Phone: 1-844-437-3247 ·
* OK2BME: set of support services for lesbian, gay, bisexual, transgender or questioning teens in Waterloo. Phone: 519-884-0000 extension 213
* Full details can be found online on the Faculty of Arts website
* Download UWaterloo and regional mental health resources (PDF)
* Download the WatSafe app to your phone to quickly access mental health support information.

**Territorial Acknowledgement**

We acknowledge that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes ten kilometres on each side of the Grand River. For more information about the purpose of territorial acknowledgements, please see the CAUT Guide to Acknowledging Traditional Territory.

Academic freedom at the University of Waterloo Policy 33, Ethical Behaviour states, as one of its general principles (Section 1), “The University supports academic freedom for all members of the University community. Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base teaching and research on an honest and ethical quest for knowledge. In the context of this policy, 'academic freedom' refers to academic activities, including teaching and scholarship, as is articulated in the principles set out in the Memorandum of Agreement between the FAUW and the University of Waterloo, 1998 (Article 6). The academic environment which fosters free debate may from time to time include the presentation or discussion of unpopular opinions or controversial material. Such material shall be dealt with as openly, respectfully and sensitively as possible.” This definition is repeated in Policies 70 a

HRM 303 – Fall 2022 Weekly Agenda

In-class Delivery

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| **Week** | **Date** | **Chapters** | **Topic/Activity** |
| 1 | Thursday September 8 |  | * Course Introduction * Review course outline and expectations * Group project introduction and assignment of groups |
| 2 | Tuesday Sept 13  Thursday Sept 15 | Chapter 1 | * Chapter 1: A Road Map to Effective Compensation * TO DO: Groups to be finalized Thursday Sept 15 |
| 3 | Tuesday Sept 20  Thursday Sept 22 | Chapter 2 | * Chapter 2: A Strategic Framework for Compensation * Due: Thursday Sept 22 – Group Outline |
| 4 | Tuesday Sept 27  Thursday Sept 29 | Chapter 3 | * Chapter 3: A Behavioural Framework for Compensation * Post: Thursday Sept 29 – Assessment # 1 (Chapters 1,2, 3) |
| 5 | Tuesday Oct 4  Thursday Oct 6 | Chapter 4 | * Chapter 4: Components of a Compensation Strategy Performance Pay Choices * Due: Thursday Oct 6, 2022 – Assessment # 1 (Due by 4 pm., Learn Drop Box.) |
| 6 | Tuesday Oct 11  Thursday Oct 13 |  | * Reading Week |
| 7 | Tuesday Oct 18  Thursday Oct 20 | Chapter 5  Chapter 6 | * Chapter 5: Performance Pay Choices * Chapter 6: Formulating the Reward and Compensation Strategy |
| 8 | Tuesday Oct 25  Thursday Oct 27 | Chapter 7 | * Chapter 7: Evaluating Jobs: The Job Evaluation |
| 9 | Tuesday Nov 1  Thursday Nov 3 | Chapter 8 | * Chapter 8: Evaluating Jobs: The Point Method of Job Evaluation * Post: Assessment # 2 – (Chapters 5, 6, 7,8) |
| 10 | Tuesday Nov 8  Thursday Nov 10 | Chapter 9 | * Chapter 9: Evaluating the Market * Due: Thursday November 10 – Assessment # 2 (Due by 4 pm., Learn Drop Box) |
| 11 | Tuesday Nov 15  Thurs Nov 17 | Chapter 10 | * Chapter 10: Evaluating Individuals * Due: Thursday November 17 - Project and Presentation * GROUP 1A: Topic (TBD) * GROUP 1B: Topic (TBD) |
| 12 | Tuesday Nov 22  Thursday Nov 24 | Chapter 11 | * Chapter 11: Designing Performance Pay Plans * Due: Thursday November 24 - Group Project and Presentation * Group 2A: Topic (TBD) * Group 2B: Topic (TBD) |
| 13 | Tuesday Nov 29  Thursday Dec 1 | Chapter 12 | * Chapter 12 Designing Indirect Pay Plans * Due: Thursday Dec 1, 2022, Group Project and Presentation * Group 3A: Topic (TBD) * Post: Tuesday November 29 – Assessment # 3 (Chapters 9, 10, 11,12) |
| 14 | Tuesday Dec 6 | Chapter 13 | * Chapter 13 – Activating and Maintaining an Effective Compensation System * Course Wrap up and Review * Due: Tuesday Dec 6, 2022 – Assessment # 3 (Due by start of class – 4 pm., Learn Drop Box.) * Due: Tuesday Dec 6, 2022 – Confidential Peer Evaluations |

Please note the following information regarding the text book:

* You have two options to purchase the required textbook, digital or paper copy
* I can only recommend the required text which is the 7th edition.

Required text:

**Option 1: (Digital)**

Title: STRATEGIC COMPENSATION IN CANADA 7TH ED (TOP HAT INTERACTIVE TEXT)

Author:  AC SINGH & LONG

ISBN: 9781774128626

**Option 2: (Paperback)**

Title: STRATEGIC COMPENSATION IN CANADA 7TH ED

Author: SINGH & LONG

ISBN: 9781774128442

If you decide to purchase the digital copy of the text please not the following received directly from the Top Hat representative:

*“We will be using****Top Hat****(*[*www.tophat.com*](http://www.tophat.com/)*) to access the digital interactive textbook,****STRATEGIC COMPENSATION IN CANADA****, that we will be using in this class. For instructions on how to create a Top Hat account and enrol in our Top Hat course, please refer to the invitation sent to your school email address or consult Top Hat's Getting Started Guide (*[*https://bit.ly/31TGMlw*](https://bit.ly/31TGMlw)*).   
  
If you already have a Top Hat account, go to*[**https://app.tophat.com/e/728300**](https://app.tophat.com/e/728300)*to be taken directly to our course. If you are new to Top Hat, follow the link in the email invitation you received or...*

* *• Go to*[*https://app.tophat.com/register/student*](https://app.tophat.com/register/student)
* *• Click "Search by school" and input the name of our school*
* *• Search for our course with the following join code:****728300***

*The cost of the textbook is* ***$99****and will be applied at checkout when enrolling in our Top Hat course. Bear in mind that textbook material will be made available in our course throughout the semester, so do not panic if you do not see any in the course upon entry.*  
  
*Should you require assistance with Top Hat at any time please contact their Support Team directly by way of email (*[*support@tophat.com*](mailto:support@tophat.com)*), the in-app support button, or by calling 1-888-663-5491. Specific user information may be required by their technical support team when troubleshooting issues”*