

**UNIVERSITY OF WATERLOO**  
**HRM 303 –COMPENSATION**  
**Fall 2015**

Lecturer:	Vince Di Ruzza Email: <a href="mailto:vdiruzza@uwaterloo.ca">vdiruzza@uwaterloo.ca</a>
Office Hours:	By appointment
Required Text:	Long, Richard J., <u>Strategic Compensation in Canada</u> (Fifth Edition).
Teaching Assistant:	Navio Kwok Email: <a href="mailto:nkkwok@uwaterloo.ca">nkkwok@uwaterloo.ca</a>
Lecture Time/Location:	Monday/Wednesdays 4:30 to 5:50 p.m., AL 124
Department Contact:	Theresa Bauer, HRM Academic Advisor, Department of Psychology <a href="mailto:tbauer@uwaterloo.ca">tbauer@uwaterloo.ca</a>
Course Web Page:	LEARN
HRM website:	<a href="http://www.psychology.uwaterloo.ca/hrm/index.html">http://www.psychology.uwaterloo.ca/hrm/index.html</a>

---

## **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. It is geared for students who are pursuing their various human resources specializations. The purpose of the course is to develop the knowledge and skills to effectively manage the important function of compensation. The course will also 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 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 including those for evaluating jobs, market and individual employees.
- 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 the purpose and 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 class however you will be responsible for this information for the midterm test and final exam.
- 2) Group Presentations and assignment on Chapter 8, 9, 10, and 11 week 8, 9, 10, and 11
- 3) Break out discussion groups

## **APPRAISING STUDENT PERFORMANCE:**

30%	Midterm Test (Chapter 1 to Chapter 6) Monday October 26, 2015
40%	Final Exam (Total course content) Per Exam Schedule
10%	Group Presentation (Weeks 8,9,10, and 11) (Refer to weekly agenda)
10%	Written Assignment (Weeks 8, 9, 10, and 11) (Refer to weekly agenda)
10%	Participation

### **Important NOTE regarding Participation Marks:**

**Your participation mark is based on a number of factors. Poor attendance, not participating in group or class discussions, working on other activities during class, cell phone usage and inappropriate use of laptop are a few examples of what will contribute to a 0/10. Attendance will be taken at the end of each class. At the end of the term participation marks assigned are final.**

### Group Presentation and Written Assignment

The group assignment will allow you to align yourself with a compensation topic that is of interest to you.

- First, it is imperative that you review chapters 8, 9, 10, and 11. Decide which chapter covers 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 a topic is chosen, 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 effectively manage the challenge/issues that your research reveals.

To ensure you are on track groups are required to submit an outline to me on Monday October 5, 2015. A group picture is also to be included in this outline clearly identifying each team member.

NOTE: Important – If your group is planning to conduct interviews with a particular organization it is imperative this is discussed with me first.

- The presentation and assignment is worth 20% of your final grade.
- Maximum length of written portion is 8 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 presentation is no longer than 15 minutes. You should be ready to answer questions from 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 2<sup>nd</sup> 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 mark will be 0/10.**

Note: To be fair to everyone the dates for the presentation and written assignment, midterm and final examination are final. In accordance with UW regulations, supportive documentation is required should you be faced with a medical or compassionate dilemma (see next section).

### **Academic Integrity:**

**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.

**Discipline:** A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. 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, <http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm>

**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, <http://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm>. In addition, consult <http://arts.uwaterloo.ca/student-grievances-faculty-arts-processes> for the Faculty of Arts 'grievance processes.

**Appeals:** A student may appeal the finding and/or penalty in a decision made under Policy 70 - Student Petitions and Grievances (other than regarding a petition) or Policy 71 - Student Discipline if a ground for an appeal can be established. Read Policy 72 - Student Appeals, <http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm>

**Academic Integrity website (Arts):** [http://arts.uwaterloo.ca/arts/ugrad/academic\\_responsibility.html](http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html)  
**Academic Integrity Office (uWaterloo):** <http://uwaterloo.ca/academicintegrity/>

### **Accommodation for Students with Disabilities:**

**Note for students with disabilities:** The AccessAbility Services (AS) Office, located in Needles Hall, Room 1132, 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.

**Students who are requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:**

- seek medical treatment as soon as possible and obtain a completed UW Verification of Illness Form: [http://www.healthservices.uwaterloo.ca/Health\\_Services/verification.html](http://www.healthservices.uwaterloo.ca/Health_Services/verification.html)
- Submit that form to the instructor within 48 hours.
- (Preferably) inform the instructor by the due date for the course requirement that you will be unable to meet the deadline and that documentation will be forthcoming.

In the case of a missed final exam, the instructor and student will negotiate an extension for the final exam which will typically be written as soon as possible, but no later than the next offering of the course.

In the case of a missed assignment deadline or midterm test, the instructor will either

1. waive the course component and re-weight remaining term work as he/she deems fit according to circumstances and the goals of the course, or
2. provide an extension.

**In the case of bereavement**, the instructor will provide similar accommodations to those for illness. Appropriate documentation to support the request will be required.

Students who are experiencing extenuating circumstances should also inform their academic advisors regarding their personal difficulties.

### **The Official Version of the Course Outline**

If there is a discrepancy between the hard copy outline (i.e., if students were provided with a hard copy at the first class) and the outline posted on Waterloo/Learn, the outline on Waterloo/Learn will be deemed the official version. Outlines on Waterloo/Learn may change as instructors develop a course, but they become final as of the first class meeting for the term.

Students taking this course for credit towards HRPAs' CHRP education requirement must achieve a minimum grade of 65% as required by the Human Resources Professionals Association (HRPA). See the HRPA website (<http://www.hrpa.ca/OfficeOfTheRegistrar/Pages/certification.aspx>) for further information.

Week	Date	Chapters	Topic/Activity
1	Sept 14 Sept 16	Chapter 1	<ul style="list-style-type: none"> <li>• Introduction, review course outline and expectations</li> <li>• Assignment of groups &amp; class administration</li> </ul> Chapter 1: A Road Map to Effective Compensation
2	Sept 21 Sept 23	Chapter 2	Chapter 2: A Strategic Framework for Compensation
3	Sept 28 Sept 30	Chapter 3	Chapter 3: A Behavioural Framework for Compensation
4	Oct 5 Oct 7	Chapter 4	<b>Presentation and Assignment outline due Monday Oct 5, 2015</b> Chapter 4: Components of Compensation Strategy
5	Oct 12 Oct 14	Chapter 5	<b>Monday Oct 12, 2015 – no class – Happy Thanksgiving</b> Wednesday Oct 14, 2015 - Chapter 5: Performance Pay Choices
6	Oct 19 Oct 21	Chapter 6	Chapter 6: Formulating the Reward and Compensation Strategy Midterm Review at end of class on October 21, 2015
7	Oct 26 Oct 28	Midterm Chapter 7	<b>Midterm: Monday October 26, 2015</b> Chapter 7: Evaluating Jobs: The Job Evaluation Process
8	Nov 2 Nov 4	Chapter 8	Chapter 8: The Point Method of Job Evaluation <b>**Group 1A &amp; 1B Presentation and Assignment Due (Wednesday November 4, 2015)</b>
9	Nov 9 Nov 11	Chapter 9	Chapter 9: Evaluating the Market <b>**Group 2A &amp; 2B Presentation and Assignment Due (Wednesday November 11, 2015)</b>
10	Nov 16 Nov 18	Chapter 10	Chapter 10: Evaluating Individuals <b>**Group 3A &amp; 3B Presentation and Assignment Due (Wednesday November 18, 2015)</b>
11	Nov 23 Nov 25	Chapter 11	Chapter 11: Designing Performance Pay Plans Start of Chapter 12: Designing Indirect Pay Plans <b>**Group 4A &amp; 4B: Presentation and Assignment Due (Wednesday November 25, 2015)</b> <ul style="list-style-type: none"> <li>• Peer Evaluations will be posted on LEARN</li> </ul>
12	Nov 30 Dec 2	Chapter 12	Monday November 30, 2015: Chapter 12: Designing Indirect Pay Plans (Continue) Chapter 13: Activating and Maintaining an Effective Compensation System Wednesday December 2, 2015: <ul style="list-style-type: none"> <li>• Finish off Chapter 13</li> <li>• Course Review</li> <li>• Final Exam Review</li> <li>• Peer Evaluations Due</li> <li>• Course Evaluation</li> </ul>

**Final Exam** – total course content worth 40% of final grade will be held during the University’s Final Exam Period. Requests for early sittings and special consideration to accommodate travel plans are not granted. You are strongly advised not to make travel plans until the University has posted the final exam schedule.

\* Group Exercises will take place if time permits. Time is allocated for each class to participate in group and class discussions regarding the material being reviewed – this is an important aspect of HRM 303.