

**UNIVERSITY OF WATERLOO**  
**HRM 303 –COMPENSATION**  
**Fall 2017**

Lecturer: Vince Di Ruzza (PAS 3012)  
Email: vdiruzza@uwaterloo.ca

Office Hours: By appointment

Required Text: Long, Richard J., Singh, Parbudyal. Strategic Compensation in Canada (Sixth Edition).

Teaching Assistant: Polly Cheng  
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Lecture Time/Location: 4:00 to 5:20 Tuesday/Thursday AL 124

Department Contact: Nadine Quehl - HRM Academic Advisor, Department of Psychology  
[nquehl@uwaterloo.ca](mailto:nquehl@uwaterloo.ca)

Course Web Page: LEARN

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

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## **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 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 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 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. (Check weekly agenda for dates)
- 3) Break out discussion groups

## **APPRAISING STUDENT PERFORMANCE:**

30%	Midterm Test (Chapter 1 to Chapter 6) Thursday October 19
40%	Final Exam (Total course content) Per Exam Schedule
10%	Group Presentation (Refer to weekly agenda)
10%	Written Assignment (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 is 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 your group has chosen a topic, 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.

To ensure you are on track, groups are required to submit an outline to me on Thursday September 28, 2017. 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 that this is discussed with me first.**

- The presentation and assignment is worth 20% of your final grade.
- Maximum length of written portion 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 will be based on course enrollment. 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. See the [UWaterloo Academic Integrity webpage](#) and the [Arts Academic Integrity webpage](#) for more information.

**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](#). For typical penalties check [Guidelines for the Assessment of Penalties](#).

### **Concerns About a Course Policy or Decision**

**Informal Stage.** 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](mailto: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](mailto: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 he/she has a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

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

**Note for students with disabilities:** The [AccessAbility Services](#) office, located on the first floor of the Needles Hall extension (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.

## Accommodation for course requirements

- Students requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:
  - Consult the University's [examination regulations](#) for information about procedures and policies for requesting accommodations
  - seek medical treatment as soon as possible
  - obtain documentation of the illness with a completed uWaterloo [Verification of Illness Form](#)
  - submit that form to the instructor within 48 hours. Students in Centre for Extended Learning (CEL) courses must submit their confirmation of the illness to CEL.
  - (if possible) 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, midterm test, or quiz, the instructor will either:
  - 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
  - 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.
- Elective arrangements such as travel plans are not acceptable grounds for granting accommodations to course requirements per the [uWaterloo Examination Regulations and Related Matters](#).

## 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 LEARN, the outline on LEARN will be deemed the official version. Outlines on LEARN may change as instructors develop a course, but they become final as of the first class meeting for the term.

## Cross-listed course

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/PSYCH cross-list will count in the Philosophy major average, even if the course was taken under the Psychology rubric.

## Mental Health Services

[Mental Health Services](#) aim is to provide holistic programming and services to help you lead a healthy and balanced life. We strive to provide a secure, supportive environment for students of all orientations and backgrounds.

Students suffering from problems with anxiety, depression, problems with sleep, attention, obsessions or compulsions, relationship difficulties, severe winter blues, etc., may make an appointment by phone or in person. Appointments are usually available within two days of initial contact with one of our medical doctors. All contacts are completely confidential.

**Contact Health Services****[Health Services Building](#)**

Call 519-888-4096 to schedule an appointment

Call 1-866-797-0000 for free 24/7 advice from a health professional

**Contact Counselling Services****[Needles Hall Addition, NH 2401](#)**

Call 519-888-4567 x 32655 to schedule an appointment

[counserv@uwaterloo.ca](mailto:counserv@uwaterloo.ca)

- Graded final examination papers as well as unclaimed graded assignments, essays, and midterm tests for this course will be kept in storage in the Psychology Department for a maximum of 16 months after term grades become official in Quest. After that time, these documents will be destroyed in compliance with UW's [confidential shredding procedures](#). Note that final examination papers are not returned to students. In addition to the verbatim requirements listed above (pp. 1-2) covering academic integrity, concerns about the course, appeals procedures, accommodations for disabilities, and accommodations for missed assignments, please incorporate other relevant elements of [Policy 71](#) as necessary to communicate both the gravity of offenses defined under the policy and the seriousness with which they're viewed by the university.

### COMPENSATION Fall 2017 Weekly Agenda

Week	Date	Chapters	Topic/Activity
1	Sept 7	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 12 Sept 14	Chapter 2	Chapter 2: A Strategic Framework for Compensation
3	Sept 19 Sept 21	Chapter 3	Chapter 3: A Behavioural Framework for Compensation
4	Sept 26 Sept 28	Chapter 4	Chapter 4: Components of Compensation Strategy <ul style="list-style-type: none"> <li>• <b>Presentation and Assignment outline due Thursday Sept 28</b></li> </ul>
5	Oct 3 Oct 5	Chapter 5	Chapter 5: Performance Pay Choices
			Chapter 6: Formulating Reward and Compensation Strategy
6	Oct 10 Oct 12	Chapter 6	Tuesday October 10, 2017 – Fall Study Break – no class Thursday October 12 – Chapter 6: Formulating Reward and Compensation Strategy Thursday October 12 – midterm review
7	Oct 17 Oct 19		Tuesday October 17: Finish off Chapter 6 <b>Thursday October 19: Midterm</b>
8	Oct 24 Oct 26	Chapter 7	Chapter 7: Evaluating Jobs: The Job Evaluation Process
9	Oct 31 Nov 2	Chapter 8	Chapter 8: Evaluating Jobs: The Point Method of Job Evaluation <b>**Group 1a and 1b: Presentation and Assignment Due (Thursday October 2)</b>
10	Nov 7 Nov 9	Chapter 9	Chapter 9: Evaluating the Market <b>**Group 2a and 2b: Presentation and Assignment Due (Thursday Nov 9)</b>
11	Nov 14 Nov 16	Chapter 10	Chapter 10: Evaluating Individuals <b>**Group 3a and 3b: Presentation and Assignment Due (Thursday Nov 16)</b>
12	Nov 21 Nov 23	Chapter 11	Chapter 11: Designing Performance Pay Plans <b>**Group 4a and 4b: Presentation and Assignment Due (Thursday Nov 23)</b> - Peer evaluations will be posted
13	Nov 28 Nov 30	Chapter 12 Chapter 13	Chapter 12: Designing Indirect Pay Plans Chapter 13: Activating and Maintaining an Effective Compensation System November 30 <sup>th</sup> : <ul style="list-style-type: none"> <li>- Finish off Chapter 13</li> <li>- Course review</li> <li>- Course evaluations</li> <li>- Peer evaluations due</li> </ul> Exam Review

**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.