**UNIVERSITY OF WATERLOO**

**HRM 303 – COMPENSATION**

**Spring 2022 (In-class Delivery)**

Lecturer: Vince DiRuzza

Director, HRM Management Program/Lecturer

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 HH 1108

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 Chapters 11, 12. (Check weekly agenda for dates.)
3. Break out discussion groups.

**APPRAISING STUDENT PERFORMANCE:**

20% Assessment # 1 - Chapters 1, 2, 3 & 4

Posted Thursday May 26, 2022. Due: Thursday June 2, 2022, by 4 pm. (Start of class.)

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

Posted Thursday June 16, 2022. Due: Thursday June 23, 2022, by 4 pm. (Start of class.)

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

Posted Thursday July 14, 2022. Due Thursday July 21, 2022, by 4 pm. (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 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.

**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 SPRING 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 Group Assignment will be changed to an individual group paper. The group presentation will be deleted, and that 10 percent will be added to the individual paper which will then make this worth 30% of final grade.
* In worst case scenario, and only if the University is locked down, the engagement/participation mark will be deleted. Assessment # 2 and # 3 will increase from 20 % each to 25% each.

(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**

Due to COVID-19 and campus closures, services are available only online or by phone.

* 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 – Spring 2022 Weekly Agenda

In-class Delivery

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| **Week** | **Date** | **Chapters** | **Topic/Activity** |
| 1 | Tuesday May 3  Thursday May 5 | Chapter 1 | * Chapter 1: A Road Map to Effective Compensation * Course Introduction * Review course outline and expectations * Group project introduction and assignment of groups |
| 2 | Tuesday May 10  Thursday May 12 | Chapter 2 | * Chapter 2: A Strategic Framework for Compensation * TO DO: Tuesday May 10 – Groups to be finalized |
| 3 | Tuesday May 17  Thursday May 19 | Chapter 3 | * Chapter 3: A Behavioural Framework for Compensation * DUE: Thursday May 19th Group Project and Presentation Outline |
| 4 | Tuesday May 24  Thursday May 26 | Chapter 4 | * Chapter 4: Components of a Compensation Strategy * POST: Thursday May 26 – Assessment # 1 (Chapters 1, 2, 3, 4) |
| 5 | Tuesday May 31  Thursday June 2 | Chapter 5 | * Chapter 5: Performance Pay Choices * DUE: Thursday June 2 – Assessment # 1 (Due by 4 pm., Learn Drop Box.) |
| 6 | Tuesday June 7  Thursday June 9 | Chapter 6 | * Chapter 6: Formulating the Reward and Compensation Strategy * POST: Thursday June 9 – Assessment # 2 (Chapters 4, 5 and 6) |
| 7 | Tuesday June 14  Thursday June 16 | Chapter 7  Chapter 8 | * Chapter 7: Evaluating Jobs: The Job Evaluation * Chapter 8: Evaluating Jobs: The Point Method of Job Evaluation * POST: Thursday June 16 – Assessment # 2 (Chapters 5, 6, 7, 8) |
| 8 | Tuesday June 21  Thursday June 23 | Chapter 9 | * Chapter 9: Evaluating the Market * DUE: Thursday June 23 – Assessment # 2 (Due by 4 pm., Learn Drop Box.) |
| 9 | Tuesday June 28  Thursday June 30 | Chapter 10 | * Chapter 10: Evaluating Individuals |
| 10 | Tuesday July 5  Thursday July 7 | Chapter 11 | * Chapter 11: Designing Performance Pay Plans * DUE: Thursday July 7 Group Project and Presentation * GROUP 1A: Topic (TBD) * GROUP 1B: Topic (TBD) |
| 11 | Tuesday July 12  Thurs July 14 | Chapter 12 | * Chapter 12: Designing Indirect Pay Plans * DUE: Thursday July 14 – Group Project and Presentation * GROUP 2A: Topic (TBD) * GROUP 2B: Topic (TBD) * POST: Thursday July 14 – Assessment # 3 (Chapters 9, 10, 11, 12) |
| 12 | Tuesday July 19  Thursday July 21 | Chapter 13 | * Chapter 13: Activating and Maintaining an Effective Compensation System * Course wrap up and review * DUE: Thursday July 21, 2022 – PEER EVALUATIONS * DUE: Thursday July 21, 2022 – Assessment #3 (Due by 4 pm., Learn Drop Box.) |

The following important information was received directly from the Book Store regarding the required text:

**Course Materials List**

There are 2 purchase options available for one required textbook, one digital, and one physical format. Please choose only 1 of the 2 options below:

**BOOK 1: Required**

**Option 1: (Digital)**

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

Author:  AC SINGH & LONG

ISBN : 9781774128626

Price :  $99.00

To order the access code and receive it instantly, please follow the first link below. You will need a major credit card to complete the purchase.  
Link: <https://www.campusebookstore.com/integration/AccessCodes/default.aspx?bookseller_id=22&Course=HRM+303+001+(SPRING+2022+-+WAT)&frame=YES&t=permalink>

**Option 2: (Paperback)**

Title : STRATEGIC COMPENSATION IN CANADA 7TH ED

Author: SINGH & LONG

ISBN : 9781774128442

Price :  $130.95

The printed book can be ordered online from [wstore.ca](https://wstore.uwaterloo.ca/), as well as the access code. You can log in to [UWaterloo BookLook](https://wstore.uwaterloo.ca/course-materials/my-booklook.html), using your UWaterloo email and password, to view your personalized booklist and add items directly to your shopping cart. **Please note that access codes ordering through the MyBookLook are filled manually, and can take up to 3 business days to process**.

***\*We are no longer offering in store shopping for textbooks. All textbooks must be ordered online to be picked up at the W Store, Shipped, or delivered via Campus Housing Delivery. Campus Housing Delivery is ONLY available if you currently live there\****

 A common list of online questions, such as shipping rates and returns, can be found on our website at wstore.ca/help.

If you need assistance with your online order, please email [wstore@uwaterloo.ca](mailto:wstore@uwaterloo.ca).  A member of our team will reach out as soon as possible.