

Asper School of Business
University of Manitoba

HRIR 4420 COMPENSATION COURSE OUTLINE

Fall 2013

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Office hours: Tuesday and Thursday from 4:15 - 5:15 pm, or by appointment.

COURSE OBJECTIVES

This course provides the student with an understanding of the objectives of a compensation program; the process and techniques of wage and salary determination; issues and problems in incentive systems; benefits and services, and the management of these programs.

PREREQUISITES

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline or in the course calendar (HRIR 2440, or 027.244, minimum grade of D). Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

REQUIRED TEXTBOOK

Long, Richard J., Strategic Compensation in Canada, 4th Edition, ITP Nelson, 2010.

TEACHING METHODS AND PHILOSOPHY

It is assumed that all participants have an above-average interest in the subject matter. Accordingly, the emphasis in the course is not on lecturing but on facilitating a learning environment in which each person can develop and pursue his/her own professional interests. The course will employ methods such as group work, reading outside the prescribed texts, speakers from the "real" world, and case studies illustrating the changing nature of the business context.

This course will involve lectures, case studies, class exercises, team project, guest speakers, and video presentations. Every class will require student's active participation. It is expected that student will attend every class on time and stay for the entire session. It is also expected that the student will have completed the assigned readings and other preparation prior to class so that the student can be actively involved in class exercises and discussions.

STANDARDS OF PERFORMANCE

Evaluation is designed to measure self-motivation, independent learning, and the extent to which a person has developed internal resources to continue his/her education beyond the classroom. There will be a group project and a midterm exam, in addition to an assignment.

GRADE EVALUATION

Class Participation	20%	The grade will be based on the attendance/participation in the class.
Group Project Report & Presentations	40%	Project Report due on your group presentation day (30/40 marks will be based on project report and 10/40 on group presentation)
Final examination	40%	The final examination will consist of multiple choice, short answer, and/or case analysis questions.

EXAMINATION AND PARTICIPATION

Examination results will determine the student's grade. It is expected that the student will write the final examination on the scheduled day, time, and location. In the case of illness (accompanied by a doctor's note) or extenuating circumstances students should notify the instructor immediately (The student must contact the instructor within 24 hours of the missed midterm or will be assigned a grade of 0). In such circumstances, the student will be required to write a make-up examination on January 17, 2014, at 1 pm.

Occasionally the instructor may add an additional reading for a specific class, if she deems it necessary for the better understanding of the topic.

Participation will not necessarily be graded on quantity, but rather on quality of the student's contribution. One rule that will hold in class is that if someone hasn't spoken yet during the session and wishes to speak, that person gets precedence over another student who has already spoken.

Good questions count as contribution to the class.



September 10, 12

Chapter 1: Introduction to the course. A Road Map to Effective Compensation Management

September 17, 19

Chapter 2: A Strategic Framework for Performance Appraisal and Compensation Management

September 24, 26

Chapter 3: A Behavioural Framework for Performance Appraisal and Compensation Management

October 1, 3

Chapters 4: Components of Compensation Strategy

October 8, 10

Chapter 5: Formulating the Reward and Compensation Strategy

Project Selection Due: October 8

October 15, 17

Chapter 6: The Job Evaluation Process

October 22, 24

Chapter 7: Job Evaluation Systems: The Point Method

October 29, 31

Chapter 10: Evaluating Individuals: Performance Appraisal

Progress Report Due October 29

November 5, 7

Chapter 8: Evaluating the Market

November 12, 14

Chapter 9: Performance Pay

Group presentations

November 19, 21

Chapters 10 & 11: Pay for Knowledge Systems and Indirect Pay

Group Presentations

November 26, 28

Chapter 12: Managing the Compensation System

Group Presentations

December 3

Exam review

Final Project Report Due: December 3

PROJECT GUIDELINES

The purpose of this project is to help students become familiar with the practical application of compensation strategies and policies in industry. More specifically, your team is responsible for the design, implementation, and evaluation of a strategic compensation and/or benefit program that fits with the business strategy and adds value to a real organization.

Project work is to be done in teams of 4-6 persons. These teams should be formed in the first three weeks of class. The team is expected to work together and each member is expected to make a significant contribution to the project.

Grade breakdown:

Project Report: 30% Presentation: 10%

Total grade: 40%

This project is an important requirement of this course worth 40% of the total grade. The following deadlines will apply.

Project selection: October 8, 2013

- a. Student teams are to hand in to the professor in writing the title of the project and a brief description of the major compensation and benefit related issue(s) that will be addressed in the project. The professor must approve each selection.
- b. A list of suggested topics will be provided in class. Other ideas may also be feasible depending on the needs of the organization. Please discuss these with the professor.

Progress report: October 29, 2013

a. Student teams are to hand in to the professor in writing a detailed outline of the project. This includes a statement of the issue, what type of data needs to be collected, how the team plans to collect the data, who needs to be interviewed, what records need to be accessed, what areas of literature have been/need to be reviewed, and other relevant details. The professor will review the plan of action and provide feedback.

Final project report is due on the last date of the class (December 3, 2013).

The following guidelines are offered with the caution that they may need to be altered in specific cases.

- a. General: This is a research project, not a term paper. Thus, it is expected that you will gather and/or analyze data specifically for this project. Ideally, the topic should be of current interest to compensation directors/managers. The report should describe this significance briefly in the introduction.
- b. Format. The report should be typed (double-space) using Times New Roman or Arial 12 point font. The document should have one inch margins, page numbers (top or bottom right hand corner), title page, index, reference or bibliography, appendices. Typically these papers range in length run from

20-25 pages depending on the nature of the project. The report should be clear and succinct and must provide an accurate assessment of the effort put into the report.

- c. Peer Rating – One page statement outlining each individual team member's effort and contribution to the project. This can be done as a team or individually to guarantee anonymity. However, there should be no surprises. That is, if you are following HR principles of performance appraisal and feedback everyone should understand how they have contributed to the project. You may design your own evaluation criteria or use a format that I will provide in class.
- d. Presentation - The presentation may follow the same headings as your paper (but you can choose to be innovative). Not all members of your group are required to do the presentation. The presenter(s) will stand at the front of the class. Just remember that each member in your group will receive the same mark, so choose your presenter(s) wisely. Due to time constraints, the presentation will be limited to approximately 15 minutes including a question and answer period. There is a penalty for going above the time limits, so please rehearse your presentation in advance. It is a good idea to assign back-up presenters if you are unsure of your ability to attend that particular class.
- e. Evaluation: Reports will be graded on the following criteria.
 - 1 Clarity of purpose. Is the problem/issue to be treated clearly laid out? Why is the problem/issue relevant for study?
 - 2 Thoroughness of research. Have the relevant sources of information been collected from the company? Have the relevant sources of information been researched and referenced?
 - 3 Style of presentation. Is the paper well written and persuasive? Does it effectively communicate its ideas to the reader?
 - 4 Grasp of the subject. This exercise must demonstrate your ability to apply what you read and learn in class to the field. This exercise must also demonstrate your ability to learn through independent study. To that end, is the paper a mere rephrasing of the material from other sources or, does it demonstrate the team's grasp of the subject?

Group Project Progress Report

Instructions: Provide the following information in as much space as you need. The expectation is approximately 1-2 pages (standard 2.54 cm (1”) margins, single spaced, 12 point font). Please use the questions listed below as headings in your report. This progress report is due in class on October 29. While this report will not be graded separately, it will be included with the other project materials to form your project grade. The purpose of the report is for me to see if you are on track, and for you to ensure that you are moving forward as a group. Please submit 1 report per group.

Group members (list all)

Project Title

In general:

- 1) Do you have an approved topic yet; if not, why not, and when will you?
- 2) Where are you with the project?
- 3) Has your group arranged regular meeting times?
- 4) Is your group performing as hoped? What are you doing to improve group effectiveness?
- 5) Exactly how have you divided your group work (i.e. which members are doing what)?

Summary of Project:

- 1) What issue(s) are you focusing on?
- 2) What questions will you answer?
- 3) What sources will you be using to get the information (journal articles, books, Internet sources including the web links etc.)

Field Study Research Report Guidelines

Approx. No. of Pages/	Marks	Section Order	Description
		Title Page	Title of paper, class, professor, date, authors
		Index	Should outline sections as stated throughout the paper and page numbers.
1-2 pgs	2	Introduction	Describe the organization you studied: its purpose, location, age, size, industry, structure, etc. and the compensation/benefit issue you are studying: how you initially chose it & learned about it, brief history within the organization, why it is relevant to the organization (can draw on HR theories to explain importance).
2-3 pgs	5	Literature Review	The purpose of this section is to introduce the topic that you will be investigating at the organization. This should include a brief historical overview of challenges in this area, and new developments. You should include at least 5 additional references on your topic of interest (i.e., journal articles, books, web). Caution: five web references will not suffice. You should be able to get these quite easily through Proquest available on line through the University of Manitoba library information system. This is important in understanding how your organization has met these challenges when you interpret the results and make recommendations. You need to reference all material that is not original thought and provide a detailed source list in the reference section using APA format (www.apastyle.org).

1-2 pgs	5	Method	Methods you used to study the organization: your contact person(s), whether you used interviews and/or surveys, who you interviewed and/or surveyed: how many, job titles, how many surveys you handed out, the questions you asked in an appendix, examples of questions in the text), web or library information, organizational charts, etc.
3-4 pgs	8	Analysis and Solution	Analysis and discussion of the compensation/benefit issue at the organization. Recommended solution(s): what should be done? what could have been done better? Who will gain from the plan you suggest? who will lose from the plan? what are the potential benefits of the plan you propose? why will it solve the problem or address the issue? what course materials provide evidence that your plan will work? what led you to these solutions? what constraints did you have to take into account? Be sure to draw on appropriate HR theory(s) in deriving your proposed solutions.
1-2 pgs	3	Possible Limitations	Possible limitations of the study and solutions: what additional information would be nice to have? What other method(s) would you use if you could? how might your contact person have affected your conclusions and recommendations? What constraints might you encounter in implementing the changes? Who might resist your suggestions and why? What alternatives would you propose to address these constraints?
No pg limit		References	List of books, chapters, and/or articles cited in the text. Note: when drawing on HR and other literature, be sure to cite it in the text by listing the authors' last names and the date of publication – e.g., (Barnes & Noble, 1998)

No pg limit		Footnotes	Footnotes should be numbered and placed at the end of the text
No pg limit		Appendices	Data, charts, figures, interview questions & answer excerpts
	2	Format	Length: Between 12-15 pages, Double spaced, 12-point font, Times New Roman or Arial, one inch margins, page numbers (top right hand corner). Order of presentation: same order as presented in table.
Total	30		
Presentation	10		
Grand Total	40		

Important Notices

University Email Policy

Effective September 1, 2013, the U of M will only use your university email account for official communications, including messages from your instructors, department or faculty, academic advisors, and other administrative offices. If you have not already been doing so, please send all emails from your UofM email account. Remember to include your full name, student number and faculty in all correspondence.

For more information visit: http://umanitoba.ca/registrar/e-mail_policy

Deferred Exams

For all students who have been approved by their faculty office to have a deferred exam:

Effective September 2005, the Department of Business Administration has instituted a policy which provides **ONE DATE ONLY** for students who have deferred their final exams.

The deferred final exam date has been pre-set for Friday, January 17, 2014 at 1:00 p.m., the room is to be determined. This does not apply to take home final exams.

Please refer to University of Manitoba's Policy 1305 – Exam Regulations (http://umanitoba.ca/admin/governance/governing_documents/academic/454.htm) or the Undergraduate Program Office for rules and regulations concerning deferred exams.

Unclaimed Assignments

Pursuant to the FIPPA Review Committee's approved recommendations as of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.

Academic Integrity

It is critical to the reputation of the Asper School of Business and of our degrees, that everyone associated with our faculty behave with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. Section 8 of the University Policies, found in The University of Manitoba Calendar, addresses the issue of academic dishonesty. Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing test prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved

Group Projects and Group Work

Many courses in the Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to ensure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the Asper School of Business, all suspected cases of academic dishonesty are passed to the Dean's office in order to ensure consistency of treatment.

University of Manitoba
I.H. ASPER SCHOOL OF BUSINESS
MEDICAL ABSENTEEISM FORM

STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed)
(PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	
Telephone Number	Fax Number	

To the attention of the physician: Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a valid reason to miss an important exam or assignment. Your professional evaluation is necessary to ensure that only valid cases are excused.

I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.

The student's condition will likely span the following dates:		
_____	until	_____
(Indicate start date)		(Indicate end date)
_____		_____
Physician's Signature		Date

NOTES TO PHYSICIAN:

- Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

NOTES TO STUDENT:

- The use of this form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.
- It is NOT SUFFICIENT to provide a note that only indicates the student visited the doctor's office.