



Commerce 434 – Total Compensation Course Outline September 2016

Instructor: Brad Evans

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Course Start Date: September 12, 2016

Final Class Date: November 28 , 2016

Class Days: Monday

Class Time: 6:00 p.m. to 8:50 p.m.

Classroom Location: Teaching & Learning Centre 10-4588

Information regarding the School of Business at UNBC can be found at:

<http://www.unbc.ca/business>

REQUIRED READINGS FOR COMMERCE 434:

- Richard J. Long: “Strategic Compensation in Canada,” (5th Edition) by the Nelson Series in Human Resources Management.

COURSE DESCRIPTION:

This course introduces students to the concepts for developing and applying the knowledge and skills to design, implement and administer compensation and benefit programs that attract and retain employees and support organizational goals.

COURSE OBJECTIVES:

Specifically, the objectives of this course are to:

- Outline various strategies, rewards and behaviors for effective organizational compensation systems.
- Utilized the principles required to formulate reward and compensation strategies.
- Define the components of a compensation strategy.
- Recognize and utilize the methods for determining compensation values including evaluating the job, evaluating the market and evaluating individuals.
- Design performance pay plans and indirect pay plans.
- Utilize the skills and principles to implement, manage, evaluate and adapt the compensation system for an organization.

TEACHING METHODS:

Several approaches are used to facilitate learning in Commerce 434:

- a. **Text & Required Readings:** Your text will provide you with a broad overview to the topics covered in the course and the context for material covered in more depth in the lectures. The text will also familiarize you with the concepts of strategic compensation. The mid-term & final exam content will be based on materials covered in the text.
- b. **Lectures:** Lectures are designed to provide you with an in-depth examination of topics covered in your text and other required readings. Students are expected to read the required textbook material as it corresponds to the lectures to enhance and facilitate understanding of how the lecture topics fit with the various components of strategic compensation. PowerPoint slides provide the foundation for the material to be discussed in the lectures. Do not assume that these slides are a substitute for coming to class as they do not completely cover the material, but simply provide you with a foundation to organize your notes on the material as it is being presented. Attendance at lectures and detailed lecture notes will result in stronger performance on examinations.
- c. **Class Discussion:** An important part of the learning process for this course will be developed via class and group discussions of course concepts and for individuals to share their experiences and knowledge with regard to compensation issues.
- d. **Major Course Assignment:** To help students fully grasp the concepts of the materials in this course, a major course assignment will be completed by each student.

ROLE OF THE INSTRUCTOR:

The role of the instructor is to facilitate and guide discussion to help achieve learning objectives. This will involve the instructor asking students to participate in discussion and share their experiences and views regarding compensation issues, clarifying concepts that may be difficult to understand, and encouraging students to present different points of view.

COURSE ASSIGNMENTS, EXAMS AND GRADE WEIGHTING:

Assignments & Exams	Due Date	Grade Weight
Class Participation	Participate in group discussions & attendance.	10%
Major Course Assignment	To Be Handed In on or before November 21, 2016.	30%
Mid Term Exam – Week 7	Covers Chapters 1 - 6	30%
Final Exam - Week 13	Covers Chapters 7- 12	30%

COURSE SCHEDULE & READING ASSIGNMENTS

Week 1 – September 12, 2016	Introduction to Comm 434 & Key Course Objectives Chapter 1: Road Map to Effective Compensation	<ul style="list-style-type: none"> • Course materials are available on Blackboard
Week 2 – September 19, 2016	Chapter 2 - A Strategic Framework for Compensation	<ul style="list-style-type: none"> • Read Chapters 1 & 2
Week 3– September 26, 2016	Chapter 3: A Behavioral Framework for Compensation	<ul style="list-style-type: none"> • Read Chapter 3 prior to class.
Week 4– October 3, 2016	Chapter 4: Components of Compensation Strategy	<ul style="list-style-type: none"> • Read Chapter 4 prior to class.
Week 5 - October 10, 2016 – Thanksgiving Day – No Classes		
Week 6 – October 17, 2016	Chapter 5: Performance Pay Choices Chapter 6: Formulating the Reward & Compensation Strategy	<ul style="list-style-type: none"> • Read Chapter 5 prior to class Read Chapter 6 prior to class.
<p>Week 7 October 24, 2016 Mid-term Exam Based on Materials Covered in Chapters 1 - 6.</p>		

Week 8 – October 31, 2016	Chapter 7: Evaluating Jobs: The Evaluation Process Chapter 8: Evaluating Jobs: The Point Method of Job Evaluation	<ul style="list-style-type: none"> • Read Chapter 7 prior to class. • Read Chapter 8 prior to class.
Week 9 – November 7, 2016	Chapter 9: Evaluating The Market Chapter 10: Evaluating Individuals	<ul style="list-style-type: none"> • Read Chapter 9 prior to class. • Read Chapter 10 prior to class.
Week 10 – November 14, 2016	Chapter 11: Designing Performance Pay Plans	<ul style="list-style-type: none"> • Read Chapters 11 & 12 prior to class.
Week 11 – November 24, 2016	Chapter 21: Designing Indirect Pay Plans	<ul style="list-style-type: none"> • Read Chapter 13 prior to class. • Hand in Major Course Assignment
Week 12 – November 28, 2016	Chapter 13: Activating & Maintaining an Effective Compensation System	<ul style="list-style-type: none"> • Hand Back Major Assignment
Final Exam Date - TBA Final Exam Based on Materials Covered in Chapters 7 - 13		

ASSIGNMENT DESCRIPTION

Major Course Assignment

This assignment represents 30% of your final grade for the course and will be marked out of 110 as there are 11 components to this assignment each worth 10 marks.. The assignments are based on Chapters 1, 2, 3, 4, 5, 6, 7, 8, 9, 10 and 12 of the text book. It is structured so that each section of the assignment can be completed as you work through each chapter. You are encouraged to hand in individual components of the assignments as you complete them on a weekly basis as opposed to handing in the entire assignment on its due date. The entire assignment must be submitted on Week 12. (See your course outline for the date that week 12 falls on.) Assignments will not be accepted for marking after week 12.

The purpose of this assignment is for you to apply the principles & concepts about strategic compensation that you will learn throughout the course in terms of designing and administering a compensation system for an organization.

You will be required to draw on your own work experience by selecting either a current or past employer and describe and explain the various compensation components that make up the total compensation system in this organization. If you don't currently have any work experience, then you will be required to interview others to answer the questions in the assignment. Specifically, you will be asked to answer the specified

questions in the assignment package in order to identify compensation components that make up the total compensation system for this organization and critique parts of the existing system. Based on the principles outlined in the course, you will provide recommendations that would help make the compensation system optimal for this organization based on its organizational strategies. In doing so, you will use your own personal work experiences and the principles outlined in the text book, “Strategic Compensation in Canada, 4th Edition” by Richard J. Long to complete the questions.

It is important to answer the questions in a clear and concise fashion. When formatting your document and answering the questions in the assignment, please follow the flow of the assignment as it is laid out below and use headings for each part of the assignment. For example, “Part A: Chapter 1: A Road Map to Effective Compensation, etc.”

PAPER FORMAT

- Adherence to all academic standards and forms is expected. Of particular note are the use of the third person in all assignments; the proper citation of sources; inclusion of bibliographies; and the use of proper spelling and grammar.
- All submissions are to use 12-point font, double-spaced.
- Page numbers are required – their use greatly assists in quickly determining missing pages.

CONDUCT IN EXAMINATIONS

Students must present appropriate identification upon entering the examination room. Appropriate identification is defined as a UNBC student card and/or some other form of photo identification acceptable to the proctor. The following regulations (Regulation 40 Undergrad Calendar) apply to the conduct of examinations:

- a. Books, papers, or other materials or devices must not be in the possession of the student during an exam except by the express permission of the examiner. No laptop computers, no cell phones, handheld electronic devices or the like may be in possession of the student in the examination room.
- b. No candidate is permitted to enter the examination room more than 30 minutes after the beginning of the examination, or permitted to leave within 30 minutes after the examination has started.
- c. Candidates must not communicate in any way with other candidates in the examination room.
- d. Candidates must not leave their seats, except when granted permission by the proctor.
- e. Candidates must turn in all materials, including rough work, upon leaving the examination room.
- f. Food and beverages other than water are not permitted in the examination room.

MISSING A MIDTERM OR EXAMINATION

Advance notice must be given when a student is unable to appear for an examination. Only duly authenticated bereavement, illness and legitimate reasons are admissible justifications for absence from a scheduled examination (eg. Writing an LSAT or CGA exam and there is a time conflict).

Do not schedule travel during the midterm or exam period that may conflict with your final exam!

IF YOU HAVE MISSED A FINAL EXAM

Satisfactory explanation, with supporting documentation as appropriate, for any final examination missed must be made by the student or designate to the Office of the Registrar within 48 hours from the time the examination was written.

Within 48 hours of receiving a submission, the Registrar or designate may direct the Program under which the course is offered to arrange the writing of a special examination in the case of an examination which was missed.

Normally, for explanations of sickness, a doctor's certification is required.(Regulation 43. Undergraduate Calendar)

GRADING SYSTEM:

<u>Excellent</u>	A+	=	90-100
	A	=	85-89.9
	A-	=	80-84.9
<u>Good</u>	B+	=	77-79.9
	B	=	73-76.9
	B-	=	70-72.9
<u>Satisfactory</u>	C+	=	67-69.9
	C	=	63-66.9
<u>Marginal</u>	C-	=	60-62.9
	D+	=	57-59.9
	D	=	53-56.9
	D-	=	50-52.9
<u>Failure:</u>	F	=	0-49.9

PLAGIARISM AND ACADEMIC MISCONDUCT

It is the student's responsibility to be aware of UNBC's Academic regulations, policies and procedures as described in the University calendar.

A definition of academic misconduct includes:

Cheating (using unauthorized material, information, or study aids in academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation and any and all other actions that may improperly affect the evaluation of a student's academic performance or achievement, assisting others in any act, submission of the same work for grades in two courses without permission of the instructor or attempts to engage in such acts.

The regulations on plagiarism apply to all material submitted for a grade: essays, exams, assignments, cases, presentations, quizzes, and practice sets. Any case of suspected academic misconduct will be reported to the campus registrar. If the student is found guilty of academic misconduct there are both grade penalties and disciplinary penalties. Before there is any intention (on your part) or suspicion (on the part of your instructor or your peers) of wrongdoing, please see the instructor to discuss any problems of this nature. If your paper closely resembles a paper from this class or any other class (either written by you or another student, in this semester or any other), this will be considered an infraction of the academic misconduct code.

RESPECT

Please demonstrate respect to your fellow students who express their thoughts and explore new ideas in the course.

ETHICAL STANDARDS

The following behaviors are considered unethical:

1. Telling the instructor that you "need" a certain grade
2. Asking for extra assignments for the purpose of raising a grade
3. Asking that the grade be raised because it is very close to the next higher grade
4. Asking that the grade be raised because you did very well on one part of the course or grading scheme
5. Asking for a higher grade because you don't like the grading scheme
6. Asking to be allowed to turn in an assignment late - even a few minutes late - because of computer or printer problems or any other reason
7. Asking to be treated better than other students by making an exception to the rules
8. Asking for any other unfair advantage in grading.

MISSED QUIZZES/MIDTERMS

If you have missed a quiz or midterm, the student should contact the instructor immediately.

FINAL EXAMS

In addition to the above comments on examinations, please see the calendar regarding details on UNBC expectations. Please refer to Section 39 of the Undergraduate Academic Calendar.

ACCESS RESOURCE CENTRE

If there are students in this course who, because of a disability, may have a need for special academic accommodations, please feel free to meet with the instructor to review your specific needs or contact the Access Resources Centre located in the Teaching and Learning Centre, Main Floor West Block Room 10-1048 Tel 250-960-5682 or via email arc@unbc.ca For more information, please visit their website www.unbc.ca/arc

ACADEMIC ADVISING

For academic advising please contact the Recruitment and Advising Centre Room 7-714, by email: advising@unbc.ca or via phone at 250-960-6494.

ACCESS SUCCESS CENTRE

For tutoring online or in person; download handouts on writing, math, and referencing; receive study assistance; and much more, please see the Learning Skills Centre. Their website is www.unbc.ca/asc

The Academic Success Centre is committed to supporting and enhancing student learning and to providing the skills students will need to become life-long learners. Through collaborative partnerships, we offer services and resources that empower students to take responsibility for their own learning. Our students' success is our ultimate measure of accomplishment.

This site provides you with access to:

- Free online tutoring
- Downloadable handouts for writing, study skills, math, and presentation skills
- Access to self assessment sites for learning styles, grammar, math, etc.
- Information about face-to-face tutoring and how to book an appointment
- Special programs and workshops offered through the Centre

For more information, please contact the Academic Success Centre located in the Teaching and Learning Building, Room 10-2584 or via Tel 250-960-6367 Fax 250-960-5425 or via email asc@unbc.ca. Their website is www.unbc.ca/asc

MATH ACADEMIC CENTRE FOR EXCELLENCE (MACE)

The Mathematical Academic Centre for Excellence (MACE) is a student-centred space dedicated to students taking math-based courses. MACE is a space for working on problems alone or in groups or for getting help from tutors, teaching assistants, and faculty who are available at scheduled times. MACE tutors can be identified by their green ties embroidered with the MACE frog.

Students go to MACE to do practice problems, work in study groups, do math problems related to science and business courses, receive help, and discuss math concepts. MACE is located in room 10-2088 in the Teaching and Learning building.