



**COURSE OUTLINE**

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| <b>COURSE NUMBER:</b>           | <b>DPS 15252 PTW01</b>   |
| <b>COURSE NAME:</b>             | <b>Compensation and Benefits</b>   |
| <b>METHOD OF DELIVERY:</b>      | <b>ONLINE</b>  |
| <b>COURSE PRE-REQUISITE(S):</b> | <b>Principles of Human Resource Management</b>   |
| <b>INSTRUCTOR:</b>              | <b>Idayat Ogungbade</b>  |
| <b>INSTRUCTOR CONTACT:</b>      | via Nexus<br><b>Instructor Office Hours: 7 to 8 p.m. CST Saturdays<br/>(Please book appointment by 1 p.m.)</b>         |
| <b>COURSE WEBSITE:</b>          | <a href="https://nexus.uwinnipeg.ca/">https://nexus.uwinnipeg.ca/</a>  |
| <b>SUPPLIES:</b>                | <b>Computer and Internet Access</b>  |
| <b>COURSE START DATE:</b>       | <b>January 11, 2021</b>  |
| <b>COURSE END DATE:</b>         | <b>April 4, 2021</b>   |
| <b>TECHNOLOGY REQUIREMENTS:</b> | <b>Laptop required</b>   |
| <b>TEXTBOOK:</b>                | <b>Long, R. (2017). Strategic compensation in Canada.<br/>(6th ed.). Nelson Education. (Do not buy the simulation)</b> |
| <b>PRE-COURSE READING:</b>      | <b>see lecture schedule</b>  |

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**NEXUS:**

Course materials, resources and assignments will be posted on Nexus, the online course management system, supporting the delivery of this course. Please use your WebAdvisor username and password to log in to Nexus system to retrieve these materials and to access important class communication. Not all part-time courses are posted on Nexus.

Important information regarding your UW student account can be found [here](#).

## COURSE DESCRIPTION:

Competitive compensation and benefits programs play key roles in an organization's ability to attract, retain, and motivate qualified talent. This course provides an overview of the goals and design of effective compensation frameworks and explores some approaches to compensation decision analysis. Topics will include pay and reward structures, job analysis and job evaluation, salary scales and labour market data, and union negotiation.

## LEARNING OUTCOMES:

Upon completion of this course, students should be able to:

- Recognize the role compensation and benefits programs play in an organization's overall business strategy through their capacity to build behavioral and economic advantages
- Analyze and apply the theories regarding employee behaviour
- Determine how reward and compensation systems motivate employees differently and how to align key motivational drivers with the compensation strategy
- Use labour market information to determine appropriate pay systems and scales
- Design a pay structure that will ensure the company is competitive with other similar firms (external competitiveness), and conduct a market survey to determine appropriate pay levels
- Identify and analyze a variety of reward systems used to determine individual and group pay levels
- Apply a systematic and strategic framework to develop and administer a total compensation plan and implement evaluation mechanisms to measure return on investment
- Discuss the various influences on changing compensation
- Distribute compensation using various methodologies
- Analyze an organization to create a comprehensive new pay system including implementation and administration parameters

## DISCLAIMER:

Please consider this course outline as a general guide. Time constraints and other unforeseen factors may require some adaptation of the course materials.

## LECTURE SCHEDULE:

| SCHEDULE DATES                     | READING RESOURCES: ACTIVITIES & ASSIGNMENTS   |
|------------------------------------|---|
| Module #1<br>Jan 11 – Jan 17, 2021 | Instructor's welcome message<br><br><b>Part 1: Strategy, Rewards, and Behaviour</b><br>Chapter 1: A Road Map to Effective Compensation <ul style="list-style-type: none"><li>• Describe the key purpose of a compensation system</li><li>• Explain why an effective compensation system is so important to most organizations</li><li>• Distinguish between extrinsic &amp; intrinsic rewards</li><li>• Distinguish between a reward system &amp; a compensation system</li></ul> |

| <b>SCHEDULE DATES</b>                      | <b>READING RESOURCES: ACTIVITIES &amp; ASSIGNMENTS</b>   |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Describe the key aspects of a compensation strategy</li> <li>• Explain why a compensation system must be viewed in the context of the total reward system</li> <li>• Explain key criteria for evaluating the success of a compensation system</li> <li>• Describe the steps to effective compensation</li> </ul> <p><b>Simulation</b><br/>Groups &amp; responsibilities assigned</p>  |
| <p>Module #2<br/>Jan 18 – Jan 24, 2021</p> | <p>Chapter 2: A Strategic Framework for Compensation</p> <ul style="list-style-type: none"> <li>• Explain the concept of fit and why a compensation system that is a success in one organization can be a failure in another</li> <li>• Explain how the strategic framework for compensation can be used to design effective reward and compensation systems</li> <li>• Describe the main elements in the strategic framework</li> <li>• Describe the 3 managerial strategies &amp; their implications for effective compensation systems</li> <li>• Describe the main determinants of managerial strategy</li> <li>• Analyze an organization to determine the most appropriate managerial strategy for that organization to adopt</li> </ul> <p>Chapter 3: A Behavioural Framework for Compensation</p> <ul style="list-style-type: none"> <li>• Identify the main types of reward problems</li> <li>• Define the three key desired employee behaviours</li> <li>• Describe the causes &amp; consequences of reward dissatisfaction</li> <li>• Explain how to generate task, membership, &amp; citizenship behaviours</li> <li>• Describe the role that managerial strategy plays in determining the types of employee behaviours needed by an organization</li> <li>• Describe implications of the behavioural framework for designing effective reward systems</li> </ul> <p><b>Simulation Phase 1</b><br/>Sections A &amp; B</p> |
| <p>Module #3<br/>Jan 25 – Jan 31, 2021</p> | <p><b>Part 2: Formulating Reward and Compensation Strategy</b></p> <p>Chapter 4: Components of Compensation Strategy</p> <ul style="list-style-type: none"> <li>• Describe base pay &amp; its advantages, disadvantages, &amp; applicability</li> <li>• Differentiate between the 3 main methods for establishing base pay</li> <li>• Define market pricing, job evaluation, &amp; pay for knowledge &amp; discuss the advantages, disadvantages, &amp; applicability of each</li> </ul>   |

| <b>SCHEDULE DATES</b>                         | <b>READING RESOURCES: ACTIVITIES &amp; ASSIGNMENTS</b>   |
|---|--|
|   | <p>Chapter 5: Performance Pay Choices</p> <ul style="list-style-type: none"> <li>• Describe performance &amp; indirect pay &amp; their advantages, disadvantages and applicability</li> <li>• Understand the applicability of the main types of individual, group and organization performance pay.</li> </ul> <p><b>Discussion Forum #1</b></p> <p><b>Simulation</b><br/>Group Meetings</p>   |
| <p>Module #4<br/>Feb 1 – Feb 7,<br/>2021</p>  | <p>Chapter 6: Formulating the Reward and Compensation Strategy</p> <ul style="list-style-type: none"> <li>• Describe the constraints that limit the design of a compensation strategy</li> <li>• Explain the compensation strategy formulation process</li> <li>• Discuss the considerations in deciding to adopt a lead, lag or match compensation level policy</li> <li>• Apply the compensation strategy formulation process to specific organizations</li> <li>• Explain how to evaluate a compensation strategy prior to implementation</li> <li>• Discuss special issues involved in compensating contingent workers, executives and international employees</li> </ul> <p><b>Simulation</b><br/>Section C</p>   |
| <p>Module #5<br/>Feb 8 – Feb<br/>14, 2021</p> | <p><b>Part 3: Determining Compensation Values</b></p> <p>Chapter 7: Evaluating Jobs: The Job Evaluation Process</p> <ul style="list-style-type: none"> <li>• Explain the purpose of job evaluation and the main steps in the job evaluation process</li> <li>• Prepare useful job descriptions</li> <li>• Describe the main methods of job evaluation</li> <li>• Describe key issues in managing job evaluation process</li> <li>• Explain key reasons for pay equity &amp; the process for conforming to pay equity legislation</li> </ul> <p>Chapter 8: Evaluating Jobs: The Point Method of Job Evaluation</p> <ul style="list-style-type: none"> <li>• Describe the steps in designing a point system of job evaluation</li> <li>• Identify possible pitfalls in designing a point system of job evaluation</li> <li>• Design a base pay structure, including pay grades and pay ranges</li> </ul> <p><b>Simulation</b><br/>Sections D &amp; E</p> <p><b>Class Quiz 1 (Chapters 1 to 6; 10 Questions – 15 minutes)</b></p> |

| <b>SCHEDULE DATES</b>              | <b>READING RESOURCES: ACTIVITIES &amp; ASSIGNMENTS</b>   |
|------------------------------------|--|
| Module #6<br>Feb 15 – Feb 21, 2021 | <p><b>Part 3: Determining Compensation Values</b><br/>           Chapter 9: Evaluating the Market</p> <ul style="list-style-type: none"> <li>• Describe key considerations in understanding labour markets</li> <li>• Identify possible sources of compensation data</li> <li>• Describe the steps for conducting compensation surveys</li> <li>• Analyze, interpret, and apply compensation survey data</li> </ul> <p><b>Simulation</b><br/> <b>Simulation Phase 1 Report Due on Wednesday, February 17, 2021</b><br/> <b>Simulation Phase 1 Report Returned February 21, 2021</b></p>  |
| Module #7<br>Feb 22 – Feb 28, 2021 | <p>Chapter 10: Evaluating Individuals</p> <ul style="list-style-type: none"> <li>• Explain reasons for performance appraisals, and why many fail to accurately measure employee performance</li> <li>• Describe appraisal methods &amp; strengths &amp; weaknesses</li> <li>• Identify sources of appraisals &amp; circumstances under which each would be appropriate</li> <li>• Explain performance management</li> <li>• Link merit pay to performance appraisals</li> <li>• Identify design issues in developing an effective merit pay system</li> </ul> <p><b>Discussion Forum #2</b></p> <p><b>Simulation</b><br/>           Simulation Phase 2<br/>           Sections F &amp; G</p> <p><b>Class Quiz 2 (Chapters 7 to 9; 10 Questions – 15 minutes)</b></p> |
| Module #8<br>Mar 1 – Mar 7, 2021   | <p><b>Part 4: Designing Performance Pay and Indirect Pay Plans</b><br/>           Chapter 11: Designing Performance Pay Plans</p> <ul style="list-style-type: none"> <li>• Identify the main types of goal sharing plans, profit sharing plans, &amp; stock plans</li> <li>• Identify key issues in the design of each of the plans</li> <li>• Discuss the types and considerations in designing a nonmonetary rewards program</li> </ul> <p><b>Simulation</b><br/>           Simulation Phase 2<br/>           Sections H to J</p>  |

| SCHEDULE DATES                      | READING RESOURCES: ACTIVITIES & ASSIGNMENTS   |
|-------------------------------------|---|
| Module #9<br>Mar 8 – Mar 14, 2021   | Chapter 12: Designing Indirect Pay Plans <ul style="list-style-type: none"> <li>• Identify the six major categories of employee benefits and the types of benefits under each category</li> <li>• Discuss the advantages &amp; disadvantages of fixed vs flexible benefits plans and the circumstances in which each would be most appropriate</li> <li>• Describe the issues that must be addressed in designing a benefits system</li> </ul> <p><b>Simulation</b><br/>Finalize Phase 2</p>  |
| Module #10<br>Mar 15 – Mar 21, 2021 | <p><b>Part 5: Implementing, Managing, Evaluating, and Adapting the Compensation System</b></p> Chapter 13: Activating and Maintaining an Effective Compensation System <ul style="list-style-type: none"> <li>• Identify the key issues in preparing to implement a compensation system</li> <li>• Develop an implementation plan for a new system</li> <li>• Describe the steps for implementing the system</li> <li>• Develop a process for communicating the system</li> <li>• Explain how to evaluate the system’s effectiveness</li> <li>• Identify circumstances that may necessitate changes to the compensation system</li> <li>• Discuss issues to consider in adapting the system</li> </ul> <p><b>Simulation</b><br/><b>Simulation Phase 2 Report Due on Wednesday, March 17, 2021</b></p> |
| Module #11<br>Mar 22 – Mar 28, 2021 | <p><b>Class Quiz 3; 10 Questions – 15 minutes</b></p> <p><b>Discussion Forum #3</b></p> <p><b>Simulation Phase 2 Report Returned</b></p>  |
| Module #12<br>Mar 29 – Apr 4, 2021  | <p><b>Simulation – Live Group Presentations from 7 p.m. to 8 p.m. on Thursday, April 1, 2021 (10 minutes per group).</b></p> <p><i>Please note that attendance by all group members is required. If you have participated in developing the presentation and are unable to attend the live presentation, please notify instructor ahead of time.</i></p>  |

**Remember to complete your course evaluation immediately after this course is complete. We take your feedback very seriously and use it to continually improve our courses and programs.**

- **Full time course evaluations are available on NEXUS**
- **Part time and online course evaluations will be emailed to you**

## **VOLUNTARY WITHDRAWAL:**

Students can voluntarily withdraw from a course up to the 75% point in a course without any academic penalty. Note that this does not include the hours for the invigilated exams. It is the student's responsibility to withdraw this course to ensure no academic penalty is incurred. Please consult the Registration Office or Academic Advisor for a **Request for Voluntary Withdrawal** form.

## **METHOD OF EVALUATION:**

| <b>VALUE</b> | <b>ITEM OF WORK</b>  | <b>DUE DATE</b>             |
|--------------|--|-----------------------------|
| 5            | Discussion Forum #1  | Jan 27 – Jan 31, 2021       |
| 10           | Class Quiz 1   | Feb 8 – Feb 14, 2021        |
| 12           | Simulation Phase 1, Formulating the Compensation Strategy            | Feb 17, 2021                |
| 10           | Class Quiz 2   | Feb 22 – Feb 28, 2021       |
| 5            | Discussion Forum #2  | Feb 24 – Feb 28, 2021       |
| 24           | Simulation Phase 2, Aligning the Compensation System with the Market | Mar 17, 2021                |
| 10           | Class Quiz 3   | Mar 22 – Mar 28, 2021       |
| 5            | Discussion Forum #3  | Mar 24 – Mar 28, 2021       |
| 10           | Simulation Group Presentations                                       | Apr 1, 2021                 |
| 9            | Simulation Group Participation (Confidential Appraisals)             | Feb 17, 2021<br>Apr 1, 2021 |

**All applicable assignments must be typed, as well as formatted and referenced according to the latest APA Edition specifications. See the policy on the [UWINNIPEG PACE Academic Writing Standards](#).**

## **MINIMUM GRADE:**

Students must receive a minimum grade of “C”, or better, in all courses within the program requirements to graduate.

## **PARTICIPATION:**

Participation is an important component of a meaningful learning process. Contributions to class activities, group work, and class discussion will enhance your academic success and contribute to a more positive and productive learning environment. Participation is a reflection of actively engaging in class room work and attentiveness to the contributions of others and the instructor. Participation is also a reflection of being present in the classroom in a timely fashion and not distracting others.

## **RESEARCH POLICY:**

Students who plan to conduct research interviews, focus groups, surveys, or any other method of collecting data from any person, even a family member, must obtain the approval of the appropriate ethics committee before commencing data collection. Exceptions are research activities as a learning exercise to satisfy course requirements with no intent to publish as research.

## **POLICY FOR LATE ASSIGNMENTS:**

All assignments will be given a due date. Individuals who cannot meet the deadline and have a legitimate reason (i.e., illness supported by a medical certificate relative to the due date), must request an extension in writing from the instructor no later than the 24 hours before the deadline.

- Students who do not receive an extension from the instructor will receive a grade of zero on the assignment if the assignment is not submitted by the due date.
- It is the student's responsibility to retain an electronic copy of ALL assignments submitted for grading.

## **STUDENT HANDBOOK AND ACADEMIC REGULATION AND POLICY INFORMATION:**

Refer to the [Student Handbook](#) for academic and general PACE policies. This information is also available on the UWinnipeg PACE website.

**It is the students' responsibility to read the policies outlined in the PACE Student Handbook for all University of Winnipeg Academic regulation and policy information.**

## **ACADEMIC MISCONDUCT:**

Please refer to the Academic Misconduct Policy in the most recent version of the University of Winnipeg General Calendar, under Student Discipline, Section 8a, or see:

- [Academic Misconduct Policy](#)
- [Procedures: Academic Misconduct Policy](#)

## **UWINNIPEG RESPECTFUL LEARNING POLICY:**

All students, faculty and staff have the right to participate, learn and work in an environment that is free of harassment and discrimination. The UW Respectful Working and Learning Environment Policy may be found online at [www.uwinnipeg.ca/respect](http://www.uwinnipeg.ca/respect).

## **OTHER EXPECTATIONS/GENERAL INFORMATION/GENERAL POLICIES:**

Students are responsible for any course-related announcements or information that may be posted to NEXUS.

Students are responsible for ensuring they meet the minimum technological requirements for full participation in all aspects of the course (<http://pace.uwinnipegcourses.ca/sites/default/files/pdfs/forms/Technical%20Requirements%20for%20Online%20Students.pdf>) **The failure of personal computers and/or internet connectivity is not a valid reason to miss assignment or quiz deadlines, excepting when such incidents are a direct result of outages of the university system used for this course (i.e. Nexus).** Students with less reliable internet access are encouraged to avoid writing quizzes at the last minute to minimize the possibility of missed deadlines.



Regular participation in online discussion is a key component of this course. Students are responsible for checking the NEXUS and the discussion boards twice a week at a minimum. You are expected to respond to group members in a timely manner (within 36 hours). During weeks in which group assignments are due more frequent contact may be required.

### **ACADEMIC ACCOMMODATIONS:**

Students with documented disabilities, temporary or chronic medical conditions, requiring academic accommodations for tests/exams (e.g., private space) or during lectures/laboratories (e.g., note-takers) are encouraged to contact Accessibility Services (AS) at 786-9771 or [accessibilityservices@uwinnipeg.ca](mailto:accessibilityservices@uwinnipeg.ca) to discuss appropriate options. All information about a student's disability or medical condition remains confidential. <http://www.uwinnipeg.ca/accessibility>.

### **UWPACE GRADING SYSTEM:**

#### **Letter-Graded**

|    |            |
|----|------------|
| A+ | 96-100     |
| A  | 91-95      |
| A- | 83-90      |
| B+ | 75-82      |
| B  | 70-74      |
| C+ | 66-69      |
| C  | 57-65      |
| D  | 50-56      |
| F  | under 50%  |
| I  | Incomplete |

#### **Pass/Fail**

|   |         |
|---|---------|
| P | Pass    |
| F | Failure |

#### **Non-Graded (Audit)**

|    |  |
|----|--|
| CP | Certificate of Participation (based on >75% attendance)    |
| NC | No Certificate of Participation (based on <75% attendance) |
| I  | Incomplete   |

### **DISCLAIMER:**

Please retain a copy of this course outline for reference purposes and/or future academic endeavor.

Note: PACE archives course outlines in PDF format for a period of five years and charges an administrative fee for archived course outline requests.