

**Commerce 4BE3
Strategic Compensation and Reward Systems
Winter 2023 Course Outline
Human Resources & Management Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

Workers' compensation is critical to organizations, workers, and society. In addition to being intricately linked to motivation, employee recruitment and retention, and performance (among other outcomes), compensation and rewards systems can also represent significant forms of social injustice related to income inequality, racial discrimination, and the decline of employee well-being. This course investigates how compensation and rewards systems are designed and administered while considering the effects of this design on outcomes for a broad range of stakeholders.

INSTRUCTOR AND CONTACT INFORMATION

Instructor:

Shraddha Wilfred, PhD, MPhil

Instructor

Email: wilfres@mcmaster.ca

Meeting times:

C02: Thursdays: 8.30 am - 11.20 am
(T13 106)

C01: Thursdays: 2.30 am - 5.20 pm (T13
106)

Office Hours:

Fridays: 4.30 pm to 5.30 pm.

Please send an email if you want to meet with me during the office hours.

TA: Course Website: <http://avenue.mcmaster.ca/>
 C01: Laura Perilli: perilllp@mcmaster.ca Course Shell: Commerce 4BE3: Strategic
 Compensation / Reward System - [https://ave-
 nue.cllmcmaster.ca/d2l/home/518025](https://avenue.cllmcmaster.ca/d2l/home/518025)
 CO 2: Shubham Katiyar: katiyars@mcmaster.ca

Virtual Office Hours:
 Please email to schedule a meeting.

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: No	Written skills: Yes
Participation: Yes	Innovation: No	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: Yes	Guest speaker(s): Yes

COURSE DESCRIPTION

This course will explore the following:

- Internal factors and processes that influence how companies design their compensation and rewards systems
- External factors and their role in shaping the design of compensation and rewards systems in response to competitiveness considerations
- Employee benefits and their role in the overall compensation mix
- How unions and governments influence compensation outcomes
- Compensation from an international perspective
- The implications of compensation management for a variety of stakeholders across a variety of outcomes

LEARNING OUTCOMES

Upon successful completion of this course, students will have the following:

- A sound understanding of how compensation and rewards systems are designed and implemented in organizations from both a theoretical and practical perspective

- The ability to critically assess the strengths and limitations of compensation systems and strategies, which will be developed through in-class discussions and assignments
- Knowledge of critical issues facing modern compensation arrangements in the private and public sector
- Recognition of the importance of compensation and rewards to broader forms of social injustice, such as income inequality, pay equity, mental health outcomes, and intersectionality.
- Knowledge of both domestic and international trends in compensation
- Improved their capacity for critical thought and argumentation through the interactive components of the course

COURSE MATERIALS AND READINGS

Required:

Yap, M., Gerhart, B., and Newman, J. (2021). *Compensation, 6th Canadian edition*. McGraw Hill Publishing.

Additional readings will be made available on Avenue to Learn.

COURSE OVERVIEW AND ASSESSMENT

Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. In the case of MSAF, the quality will shift to Final exams; no resubmission or redo of an evaluation item will be allowed. Late assignments will be penalized 10 % for each day they are late. Your final grade will be calculated as follows:

GRADE COMPONENT	WEIGHT	DESCRIPTION
Engagement	15%	Includes attendance, in class contributions, contribution to group activities
Midterm 1	25%	Midterm: MCQs 70 min 50 questions; conducted online during class time. Will use Respondus
Midterm 2	25%	Midterm: MCQs 70 min 50 questions; conducted online during class time. Will use Respondus
Case Analysis and Presentation	15%	Each week one group will present the case analysis in class.
Group Project Report and Presentation	20%	An analysis of the compensation system of a country of your choice. No 2 groups can analyze the same country. Provide your choice by Week 2.

COURSE DELIVERABLES

Case Analysis and Presentation

Each week, we will discuss various cases throughout the course. Your team will be responsible for preparing and submitting a two page-written analysis for one issue during the term, answering the questions. Please follow the following formatting guidelines: Font Type-Arial/Times New Roman, Font Size - 11 points, Line Spacing - 1.5 lines, Borders - 1 inch each. Please use proper referencing format and provide in-text and end-of-text references.

In addition, your team will be required to present the case orally. You are encouraged to engage the class in interactive ways of presentation like role plays, game shows (for example, Family Feud or any other), Kahoot, Press ppt etc., and debrief the case with the class. You are striving to get the maximum engagement from the course and ensuring the debrief completes the analysis (remember you might have yet to cover some aspects of the case that the other students might have. Your challenge is to debrief the case holistically). The presentation is limited to 15-20 minutes, followed by 10 minutes of Q and A session. Both the analysis and the ppt of presentation tools used will be submitted on Avenue as per the due date.

Engagement

You and the instructor will track your attendance and in-class engagement during class discussions and group-based activities. Please ensure that you have your name tag displayed at each class. Being distracted with electronic devices during class will be viewed as needing more self-management and can reduce your in-class engagement mark. Opportunities for in-class engagement include naming a few, participation and contributions to group activities, discussion of cases (more details below), insightful content-related questions, answers to inquiries, and extending the conversation with relevant comments/current events. You will track your participation by completing in-class self-assessments as indicated in the Course Schedule. Self-evaluation form does not confirm the grade you will receive in the participation grade. The instructor has the right to evaluate you and verify your self-evaluation to finalize your participation grade. The quality and consistency of contributions impact your in-class engagement grade. Please contact your instructor if you want to know how your participation grade is tracking during the term.

It is recommended that you:

Name cards and class pictures are used to help give credit for your participation. You must have a name card or log-in with your **full first and last name** written and displayed for every class.

Since student participation is an essential component of this course, official McMaster student ID photographs will be used to assess each student accurately. The instructor will use the picture to ensure the accuracy of participation marks and group work and identify students for grading purposes.

Please note that engagement is not eligible for MSAF.

.

Midterm 1 and Midterm 2 exam

Midterm exams will be conducted online during class time. Midterm 1 will cover Chapters 1, 2, 3, 4, 5, 6, and 7, plus in-class content. Midterm 2 will cover Chapters 8, 9, 10, 11, 12, and 13, plus in-class content. The format of the exams will be multiple choice questions available on Avenue.

Group Project Report and Presentation

Your team will be responsible for preparing and submitting a two page-written report analyzing the compensation, rewards and benefits system of a country of your choice. Each group will choose a different country; all groups can explore different countries. Confirm your country by Week 2 by posting your group's number, section and name of the country on the discussion board using the following format Sec 01_Group 02_Canada. Please follow the following formatting guidelines: Font Type-Arial/Times New Roman, Font Size - 11 points, Line Spacing - 1.5 lines, Borders - 1 inch each. Please use proper referencing format and provide in-text and end-of-text references.

In addition, your team will be required to present the analysis orally. The presentation is limited to 12-15 minutes, including appx 5 minutes of Q and A session. Keep track of your time. The report and the presentation will be submitted on Avenue as per the due date.

COMMUNICATION AND FEEDBACK

Students wishing to correspond with instructors or TAs directly via email must send messages from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.
- For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "[Requests for Relief for Missed Academic Term Work](#)" and the link below;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. a grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. email, Avenue to Learn (A2L), web pages, TopHat, MS Teams, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities.

Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright-protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be

aware that their voices and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4BE3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**Commerce 4BE3
Strategic Compensation and Reward Systems
Winter 2023 Course Schedule**

WE EK	DATE	ASSIGNMENT	SUBMISSION SCHEDULE
1	Thursday, January 12	Chapter 1: The Pay model Case 1: The Role of Labour Costs	
2	Thursday, January 19	Chapter 2: Strategy: The Totality of Decision Case 2: Difficult to Copy?	Case 1 presented by Group 1
3	Thursday, January 26	Chapter 3: Defining Internal Alignment Chapter 4: Job Analysis Case 3: The Orchestra (Chapter 3) + Create a Job Analysis (JD+JS) for the position of a Paramedic.	Case 2 presented by Group 2
4	Thursday, February 02	Chapter 5: Job Based Pay Structure and Job Evaluation Chapter 6: Person Based Pay Structure Case 4: Targeting Teacher's Pay (Chapter 6)	Case 3 presented by Group 3
5	Thursday, February 09	Chapter 7: Defining External Competitiveness Case 5: Northern Software (To be presented in Week 8)	Case 4 presented by Group 4
6	Thursday, February 16	Mid Term 1	
7	Thursday, February 20-24	Reading Week	

8	Thursday, March 02	Chapter 8: Designing Pay Levels, Pay Mix, and Pay Structures Chapter 10: Pay for Performance: Performance Appraisal and Plan De- sign Case 6: Burger Boy (Chapter 10)	Case 5 presented by Group 5
9	Thursday, March 09	Chapter 9: Employee Benefits Chapter 11: Pay for Performance Plans Case 7: Pilots Pay (Chapter 11) Activity: Lamps Plus	Case 6 presented by Group 6
10	Thursday, March 16	Chapter 12: The roles of Govern- ment and Union in Compensation Chapter 13: Compensation Budgets and Administration	Case 7 presented by Group 7 and Group 8
11	Thursday, March 23	Mid Term Exam 2	
12	Thursday, March 30	Group Report Presentation Course Evaluation Self assessment of Participation	Group 1 to Group 8
13	Thursday, April 06	Course Review and Closure	