

# COURSE SYLLABUS



COURSE TITLE: Strategic Compensation

CLASS SECTION: BUS 310-001

TERM: Fall 2022

COURSE CREDITS: 3

DELIVERY METHOD(S):

- M/W 8:30 am - 9:50 am, Lecture
- Centre Business & Access, 210

For COVID-19 updates please visit <https://camosun.ca/about/covid-19-updates>.

Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.

Learn more about Camosun's [Territorial Acknowledgement](#).

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Camosun College requires **mandatory attendance for the first-class meeting** of each course. If you do not attend, and do not provide your instructor with a reasonable explanation in advance, you will be removed from the course and the space will be offered to the next waitlisted student.

## INSTRUCTOR DETAILS

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NAME: Shelaina Postings

EMAIL: [PostingsS@Camosun.ca](mailto:PostingsS@Camosun.ca)

OFFICE: Virtual

HOURS: Mondays, 11:00 am -12:00 pm

I am committed to provide an **inclusive learning environment**. If you experience barriers to learning in this course, please discuss this with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.

## CALENDAR DESCRIPTION

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The course emphasizes the development of compensation strategies with consideration to an organization's management strategy, culture, and organizational goals. Reward systems are identified as key variables and are the foundation of successful compensation strategies. Compensation systems are designed to result in superior organizational performance.

PREREQUISITE(S): C in BUS 210

## COURSE LEARNING OUTCOMES / OBJECTIVES

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This course emphasizes the development of compensation strategies with consideration to an organization's management strategy, culture, and organizational goals. Reward systems are identified as key variables and are the foundation of successful compensation strategies. Compensation systems are designed to result in superior organizational performance.

Upon successful completion of this course, students will be able to:

- Analyze corporate culture, theories of motivation and management strategies as the foundation of successful compensation strategies.
- Determine the compensation mix to include direct, indirect and performance pay systems.
- Design a compensation strategy with consideration for total rewards that complement organizational culture, structure, and goals.
- Analyze pay equity concepts and executive compensation strategies with consideration to the job evaluation process.

## REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

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Long, R., & Singh, P (2022). *Strategic compensation in Canada, seventh edition*. Toronto, ON, Canada: Nelson Education

Chandrasekhar, R. (2018). *Orix Geoscience*. London. Ontario: Ivey Publishing.

## COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

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The following schedule and course components are subject to change with reasonable advance notice.

WEEK & DATE RANGE	ACTIVITY & TOPIC	OTHER NOTES
<b>PART ONE: STRATEGY, REWARDS, AND BEHAVIOUR</b>		
Week 1 September 5 -11	<ul style="list-style-type: none"> <li>• Chapter 1</li> <li>• Class overview, expectations, and deliverables</li> </ul>	No class Sept. 5 - Stat Holiday
Week 2 September 12 – 18	<ul style="list-style-type: none"> <li>• Chapter 2</li> <li>• Managerial Strategies &amp; Ivey Case</li> </ul>	Must have Ivey Case for every class from this point on.
Week 3 September 19 -25	<ul style="list-style-type: none"> <li>• Chapter 3</li> <li>• Motivation and Rewards &amp; Ivey Case</li> </ul>	Presence Required: In-class exercise Sept. 21 (5%)
Week 4 September 26 – October 2	<ul style="list-style-type: none"> <li>• Chapter 3</li> <li>• Motivation and Rewards (continued)</li> </ul>	'Compensation in the News' (15%) Individual post due by Sept. 26, 9:00 pm Peer response due by Sept. 29, 9:00 pm
<b>PART TWO: FORMULATING REWARD AND COMPENSATION STRATEGY</b>		
Week 5 October 3 – 9	<ul style="list-style-type: none"> <li>• Chapter 4</li> <li>• Components of Compensation Strategy &amp; Ivey Case</li> </ul>	D2L Quiz #1 CH 1, 2 & 3 (2.5%) Available Oct. 4, 8 am to Oct. 5, 8 pm 30 minutes – 1 attempt.
Week 6 October 10 – 16	<ul style="list-style-type: none"> <li>• Chapter 5</li> <li>• Performance Pay Choices &amp; Ivey Case</li> </ul>	No class Oct. 10 - Stat Holiday
Week 7 October 17 – 23	<ul style="list-style-type: none"> <li>• Chapter 6</li> <li>• Formulating the Reward &amp; Compensation Strategy &amp; Ivey Case</li> </ul>	
Week 8 October 24 – 30	Mid-Term Exam (15%)   CH 1, 2, 3, 4, 5 and 6, videos, articles, and speaker notes Online D2L   Opens October 24 at 9 am and closes at 12 pm.   90 minutes – 1 attempt only	

WEEK & DATE RANGE	ACTIVITY & TOPIC	OTHER NOTES
<b>PART THREE: DETERMINING COMPENSATION VALUES</b>		
Week 9 October 31 – November 6	<ul style="list-style-type: none"> <li>Chapter 7</li> <li>Evaluating Jobs: The Job Evaluation Process</li> </ul>	Presence Required: Team Case Study check-in
Week 10 November 7 – 13	<ul style="list-style-type: none"> <li>Chapter 7</li> <li>Evaluating Jobs: The Job Evaluation Process</li> </ul>	
Week 11 November 14 - 20	<ul style="list-style-type: none"> <li>Chapter 9 and 10</li> <li>Evaluating the Market, Evaluating the Individual, and the Ivey Case</li> </ul>	Pay Equity Assignment due Nov. 16 by 10:00 pm PST Ivey Case Presentation time slots assigned
<b>PART FOUR: DESIGNING PERFORMANCE PAY AND INDIRECT PAY PLANS</b>		
Week 12 November 21 – 27	<ul style="list-style-type: none"> <li>Chapter 11</li> <li>Designing Performance Pay Plans &amp; Ivey Case</li> </ul>	D2L Quiz #2 CH 7, 9 & 10 (2.5%) Available Nov. 22, 8 am to Nov. 25, 8 pm 30 minutes – 1 attempt.
Week 13 November 28 – December 4	<ul style="list-style-type: none"> <li>Chapter 12</li> <li>Designing Indirect Pay Plans &amp; Ivey Case</li> </ul>	
Week 14 December 5 - 11	<ul style="list-style-type: none"> <li>Ivey Case Presentations</li> </ul>	Presence required
<b>EXAM WEEK</b> (final exam in this course through D2L)		

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced notice is required. Deadlines can be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

## EVALUATION OF LEARNING

DESCRIPTION	WEIGHTING
Compensation in the News discussion post and response (7.5% for each)	15%
Gender Pay Equity Analysis (Individual Paper)	20%
In class exercise	5%
Ivey Case Analysis "Orix Geoscience" Strategic Compensation and Design – Case Analysis & Presentation (Team Assignment)	25%
Quizzes (2 quizzes worth 2.5% each)	5%
Midterm Exam	15%
Final Exam	15%
	100%

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf) policy for more information.  
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

## COURSE GUIDELINES & EXPECTATIONS

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### Individual Conduct and Engagement

You are required to:

- Engage fully in the learning experience
- Where appropriate, share your experiences to contribute to the learning
- Reach out in advance for support
- Be thoughtful, courteous, and kind to all learners and the instructor
- Deliver on your commitments and demonstrate teamwork for group assignments

### Assignments

The School of Business uses APA style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See <http://camosun.ca.libguides.com/apa>.

- Submit all assignments into the D2L drop box by your last name.
- In text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- Grammar, spelling, style and APA formatting, citations and referencing will be assessed in your mark.
- All submitted work must be properly referenced to sources.

Student must submit their assignments on the due date. **A grade of zero will be assigned for late submissions.** There are no additional or make-up assignments if you performed poorly on an assignment

### Quizzes and Exams

Quiz and exam dates will not be rescheduled. **Not completing any quiz or exam by the scheduled date results in a zero grade.** Exceptions may be made only for medical reasons or extenuating circumstances which must be submitted and then accepted by the instructor.

All written components for the quizzes and exams **must be in your own words.**

## SCHOOL OR DEPARTMENTAL INFORMATION

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The School of Business is committed to supporting learners to develop knowledge, skills, and values for a changing business world. You will explore the practical as well as the theoretical applications of what you learn to give you skills in demand. Courses are focused on supporting graduates with effective problem-solving, communication and leadership skills along with the technical skills and knowledge needed to be successful in a changing business environment. For more information, contact: [business@camosun.ca](mailto:business@camosun.ca).

## STUDENT RESPONSIBILITY

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Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of college property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

## SUPPORTS AND SERVICES FOR STUDENTS

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Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	<a href="http://camosun.ca/advising">http://camosun.ca/advising</a>
Accessible Learning	<a href="http://camosun.ca/accessible-learning">http://camosun.ca/accessible-learning</a>
Counselling	<a href="http://camosun.ca/counselling">http://camosun.ca/counselling</a>
Career Services	<a href="http://camosun.ca/coop">http://camosun.ca/coop</a>
Financial Aid and Awards	<a href="http://camosun.ca/financialaid">http://camosun.ca/financialaid</a>
Help Centres (Math/English/Science)	<a href="http://camosun.ca/help-centres">http://camosun.ca/help-centres</a>
Indigenous Student Support	<a href="http://camosun.ca/indigenous">http://camosun.ca/indigenous</a>
International Student Support	<a href="http://camosun.ca/international/">http://camosun.ca/international/</a>
Learning Skills	<a href="http://camosun.ca/learningskills">http://camosun.ca/learningskills</a>
Library	<a href="http://camosun.ca/services/library/">http://camosun.ca/services/library/</a>
Office of Student Support	<a href="http://camosun.ca/oss">http://camosun.ca/oss</a>
Ombudsperson	<a href="http://camosun.ca/ombuds">http://camosun.ca/ombuds</a>
Registration	<a href="http://camosun.ca/registration">http://camosun.ca/registration</a>
Technology Support	<a href="http://camosun.ca/its">http://camosun.ca/its</a>
Writing Centre	<a href="http://camosun.ca/writing-centre">http://camosun.ca/writing-centre</a>

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

## COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

### Academic Integrity

Students are expected to comply with all College policy regarding academic integrity, which is about honest and ethical behaviour in your education journey. The following guide is designed to help you understand your responsibilities: <https://camosun.libguides.com/academicintegrity/welcome>

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for Camosun's Academic Integrity policy and details for addressing and resolving matters of academic misconduct.

### Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc.). If you have a disability, the [Centre for Accessible Learning](#) (CAL) can help you document your needs, and where disability-related barriers to access in your

courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started:

<http://camosun.ca/services/accessible-learning/>

### Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

### Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

### Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

### Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

### Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the "Attendance" section under "Registration Policies and Procedures" (<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

### Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

### Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services->

and-support/e-2.9.pdf and [camosun.ca/sexual-violence](http://camosun.ca/sexual-violence). To contact the Office of Student Support: [oss@camosun.ca](mailto:oss@camosun.ca) or by phone: 250-370-3046 or 250-3703841

### Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

### Looking for other policies?

The full suite of College policies and directives can be found here: <https://camosun.ca/about/camosun-college-policies-and-directives>

**Changes to this Syllabus:** Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.