BUS 276 E Benefits and Compensation Management
3 Credits, 16 weeks, 3 hours

Official course description
Dealing with the interaction of unions and employers in the framework of collective bargaining, this specialized Human Resource Management course focuses on the three key activities included in the Industrial Relations system: union certification, contract negotiations and grievance administration. Additional topics include the evolution of labour law, the structure and development of the Canadian labour movement, and industrial relations in the public sector. The course makes use of case discussions and bargaining simulation exercises in addition to the lecture/discussion method.

Prerequisites and/or co-requisites
BUS 271 or permission of the Program Chair

Instructor
Gary Allen
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780-607-0333

Office Hours
5:30pm-6:30pm Thursday
By appointment.

Required Resources

Course Outcomes
Upon completion of this course, the student should be able to:
1. Understand the complex role that reward and compensation systems play in organizational success.
2. Explain the various Managerial Strategies and Reward Systems to assist in designing a compensation strategy.
3. Describe the relevance of each of the fundamental components in the Compensation Mix.
4. Explain the Point Method of Job Evaluation.
5. Describe effective strategies for evaluating the market.
6. Describe effective strategies for evaluating individuals.
7. Develop a compensation system that will promote organizational success.
Evaluation

Exercises ................................................................................................... 8%
Assignment #1 ................................................................................... 13.5%
Midterm ..................................................................................................30%
Assignment #2 ................................................................................... 13.5%
Final Exam ..............................................................................................35%
Total...................................................................................................... 100%

A grade of C- is required for progression.
The minimum standard for passing this course is a grade of D (50%).

Coursework

- EXAMINATIONS: Over the course of the semester you will write two examinations. The purpose of these exams is to assess your knowledge of the breadth of material in this course. The Midterm Examination will consist of a combination of questions (multiple choice, short-answer, among others) and you will have the entire class to complete it. The Final Examination will be similar to the Midterm and will not be cumulative. Failure to achieve a minimum weighted average of 50% on examinations will result in a failing grade (F).

- ASSIGNMENTS: Assignments are due during the class period indicated. Late assignments will be penalized at a rate of 10% per day.
  - Assignment #1 – Henderson Printing – Value 15%; DUE: October 11, 2012: Analyze the “Henderson Printing” case in the Appendix (Pages 512-513). Why do you think there is such a high turnover of new employees? What concepts may help to explain employee reactions to the compensation system. Do you think that the compensation system is fair? Is it effective? What principles for effective reward systems does it violate? What changes should be made?
  - Assignment #2 – The Fit Shop – Value 15%; DUE: November 15, 2012: At “The Fit Shop,” described in the Appendix (pages 510-511), CEO Susan Superfit has decided to implement a pay-for-knowledge system for her sales staff. Hearing of your excellent work from Georgette Henderson, she has hired you to design the system. She expects your report to be comprehensive and detailed, containing all the necessary steps for implementing the system and providing justification for each aspect of your proposed system.

- EXERCISES:
  - 9 exercises will be assigned throughout the semester at the end of each class (and will be available online). Exercises will consist of short questions that require students to relate course material to their personal experience.
  - Each response will be graded for completion of the task to requirement (completed or not).
  - No more than a paragraph or two is required in response.
  - Exercises may be e-mailed at any point during the intervening week or during class period.
  - No lates will be accepted for exercises.
  - Only 8 of 9 exercises will count towards the final grade.
  - Exercises will be due September 13, 20, 27, October 4, November 1, 8, 22, 29, December 6.
Proposed Schedule

Part 1: Strategy, Rewards, and Behaviour - September 6, 13, and 20, 2012
Read Chapters 1, 2, and 3

Important Definitions
All Key Terms listed on Page 17, 54, 104

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Part 2: Formulating Reward and Compensation Strategy - September 27, October 4, and 11, 2012
Read Chapters 4, 5 and 6

Important Definitions
All Key Terms listed on Page 144, 192, 268

DATE OF MID-TERM: October 18, 2012
Mid – term will cover chapters 1-6 of the textbook. Value of the Mid-Term is 30%.

Part 3: Determining Compensation Values – October 25, November 1, 8, and 15, 2012
Read Chapters 7, 8, 9 and 10

Important Definitions
All Key Terms listed on Page 290, 327-28, 353, 388

Assignment # 2 – The Fit Shop – Value 15%; DUE: November 15, 2012
At “The Fit Shop”, described in the Appendix (pages 510-511), CEO Susan Superfit has decided to implement a pay-for-knowledge system for her sales staff. Hearing of your excellent work from Georgette Henderson, she has hired you to design the system. She expects your report to be comprehensive and detailed, containing all the necessary steps for implementing the system and providing justification for each aspect of your proposed system.

Part 4: Designing Performance Pay and Indirect Pay – November 22 and 29, 2012
Read Chapters 11 and 12

Important Definitions
All Key Terms listed on Page 422, 458

Read Chapter 13

Important Definitions
All Key Terms listed on Page 496

DATE OF FINAL EXAM: DECEMBER 13, 2012
Final will cover chapters 7-13 of the textbook. Value of the Mid-Term is 35%.
Authorization
This course outline has been reviewed and approved by the Program Chairperson.

Gary Allen, Instructor

Gina Langager, Chair
Date Authorized

Guy Harmer, Dean
Date Authorized

Signed copies to be delivered to:
Instructor
Registrar’s Office