

YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL AND PROFESSIONAL STUDIES
HRM 3490 (Online), Fall 2019

Instructor: Mahbubul Alam
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Office and Hours: TBD

COURSE DESCRIPTION:

This course provides the student with an understanding of the objectives of a compensation program; the process and techniques of wage and salary determination; issues and problems in incentive systems; benefits and services, and the management of these programs. The course will allow students to think critically about how human resource professionals can best deploy compensation, benefits, and rewards to support organizational competitive advantage.

In addition to the textbook, we aim to critically examine compensation issues using other relevant material from journals, magazines, etc., reflecting a mix of research and practice.

COURSE FORMAT

This is an online course. All course material will be hosted on MOODLE:

<https://moodle.yorku.ca>

In addition to two examinations that will be held “in class” at York University (details to be provided early in the course), students will be graded on their participation (see below).

The course sessions will correspond to the chapters of the assigned textbook (see below). There will be slide presentations, with audio recordings, for each session. In addition to that the course may also contain other readings and videos for some sessions. Students can cover the material at their own pace, that is, you can choose to cover one or more sessions per day/week, etc. Students are required to read the text, listen to the audio recordings, watch the videos, etc., as all the materials provided could potentially be tested on the examinations.

Since this is an online course, there will be Discussion Boards/Fora moderated by the instructor.

REQUIRED TEXTS/MATERIALS:

Long, Richard J., and Singh, Parbudyal (2018). *Strategic Compensation in Canada* (6th Edition), Toronto: Nelson.

CLASS SCHEDULE

Week	Topics	Readings	Exam/Assignment
Week 1	Course Overview/ A Roadmap to Effective Compensation	Long and Singh, Chapter 1	
Week 2	Strategic Framework for Compensation	Long and Singh, Chapter 2	
Week 3	A Behavioural Framework for Compensation	Long and Singh, Chapter 3	
Week 4	Components of a Compensation Strategy	Long and Singh, Chapter 4	
Week 5	Performance Pay Choices	Long and Singh, Chapter 5	
Week 6	Formulating the Reward and Compensation Strategy Mid-Term Exam Review	Long and Singh, Chapter 6	
Week 7	MID-TERM EXAM		At Keele Campus
Week 8	The Job Evaluation Process	Long and Singh, Chapter 7	
Week 9	The Point Method of Job Evaluation	Long and Singh, Chapter 8	
Week 10	Evaluating the Market and Individuals	Long and Singh, Chapters 9 &10	
Week 11	Designing Performance Pay and Indirect Pay Plans	Long and Singh, Chapter 11 &12	
Week 12	Activating and Maintaining an Effective Compensation System Final Exam Review	Long and Singh, Chapter 13	
Week 13			At Keele Campus

ADDITIONAL REQUIREMENTS/PREREQUISITES:

AK/ADMS 3480 3.0 or AK/ADMS 2600 3.0.

Students are responsible to ensure that they have the prerequisites as stated in the course outline. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the term. The School of Human Resource Management will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites. Questions about enrollment and all matters pertaining to course registration should be directed to the School of Human Resource Management.

COURSE LEARNING OBJECTIVES:

Upon successful completion of this course the student will be able to:

1. Understand the purpose and importance of an organization's compensation systems.
2. Identify and describe steps in creating an effective compensation system.
3. Assess the ways in which behaviours and attitudes can be managed within a compensation framework.
4. Understand and critically evaluate specific compensation systems, such as job evaluations, pay-for-performance (e.g., profit-sharing, stock options, employee benefits, etc.) and employee benefits.
5. Ensure that the design and application of compensation processes comply with appropriate legislation, i.e., Employment Standards, Pay Equity, Human Rights.
6. Analyze, interpret, and apply compensation data collected from various labour markets.
7. Evaluate the strengths and weaknesses of various employee appraisal methods.
8. Demonstrate an understanding of various performance and indirect pay plans, and assess appropriate conditions for their use.
9. Understand the context for compensation systems to be effective.
10. Identify the key steps to successfully implementing and running an effective compensation system.

WEIGHTING OF COURSE EVALUATION:

Mid-term Exam:	40%
Final Exam:	40%
Participation:	20%

All final grades will be reviewed by the School of Human Resource Management and the School reserves the right to modify them in order to maintain high standards.

Mid-Term Examination: The mid-term examination is a closed-book exam covering materials in the course. The exam will be held on campus at York University (Keele Campus). The exam format will most likely be a combination of multiple choice and essay/short answer questions. The Instructor will advise about the actual format prior to the exam date.

Final Examination: The final exam will also be held at York University (Keele Campus) during formal examination period for the semester. The room and location to be announced closer to the exam date. The final exam will cover the material from the mid-term to the end of the course. The Instructor will provide with more details about the format of final examination. It will most likely be a combination of multiple choice, short answer and essay.

Participation: As indicated, there will be a moderated discussion forum for each session. Usually, the Instructor will post a question, topic, etc., and invite responses from students. While you are not required to respond to each question/topic, but you are expected to participate often to achieve a good participation grade. Students many consider the forum as an alternative to “live class”. They can “Raise hand” and contribute when they feel they can. Students will be graded based on the quality and timeliness of their respective posts. Students are advised to keep their posts brief/ to the point. Students can also respond to another student’s post.

Going back to a session that has already been covered is not preferred unless it relevant. It is advised that students keep up with the discussion every session. Students can, however, go ahead respond to an item “in the future”, as the links to future classes (up to a point) will be on Moodle. That is, students can start the discussion for a “future” session.

Students can also use this forum to ask questions, seek clarity, post relevant links, etc. Posts are expected not to be offensive, in any manner.

Students responses will be assessed based on how well they apply material learned in the course as well as additional research.