

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

**Instructor:** Mahbubul Alam  
**E-mail:** [mahbub3@yorku.ca](mailto:mahbub3@yorku.ca)  
**Day/Time:** Tuesday, 11:30am  
**Location:** ACW, Rm. 006  
**Office and Hours:** TBD

**COURSE DESCRIPTION:**

Through focused discussion, 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. The learning outcomes of this course will be achieved through lectures, class discussions, exercises, assignments, and exams.

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.

**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.

**REQUIRED TEXTS/MATERIALS:**

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

Power point slides for each week's topic will be available for download from the course Moodle page before each class.

## 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	
<b>Week 7</b>	<b>MID-TERM EXAM</b>		<b>MID-TERM</b>
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	
<b>Week 11</b>	Designing Performance Pay and Indirect Pay Plans	Long and Singh, Chapter 11 &12	<b>ASSIGNMENT DUE</b>
Week 12	Activating and Maintaining an Effective Compensation System Final Exam Review	Long and Singh, Chapter 13	
<b>Week 13</b>			<b>FINAL EXAM</b>

## **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:	30%
Assignments:	30%
Final Exam:	40%

*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.*

**Examinations:** The in-class mid-term exam is worth 30% of the overall grade for the course. The final exam is worth 40% of the overall grade which will be held during the exam period. Exams will be comprised of short answer questions, case studies, and essay questions. The instructor will conduct a in class comprehensive review prior to the class before each examination.

**Missed Examination:** Students are responsible to ensure that they are available and prepared to write the mid-term exam on the scheduled date and time. Students who miss or expect to miss the mid-term exam must notify the Instructor of their situation as soon as possible, and provide appropriate written documentation confirming illness or other unforeseen circumstances. If a student misses the mid-term exam, a make-up exam will be scheduled. If the mid-term and final exams are both missed, application may be made for deferred standing along with supporting documentation within one week from the date of your final examination to write a deferred final exam. The deferred exam will be closed book and cumulative. Deferred exams are not

necessarily in the same format. The format for the exam is not disclosed in advance nor is access to a course website provided. Please note that a new online system has been implemented to facilitate the processing of Deferred Standing Agreement Form. To submit your request please click on the Deferred Exam Request link:

<http://shrm.laps.yorku.ca/students/deferred-exam-request/>

**Assignments:** There will be one assignment worth 30% of the course grade. The Instructor will provide further details about the topic and expectations from the assignment report in due course. In 5 to 6 pages, a good report should be clearly written and well organized, and contain evidence of critical thinking and utilizing the key concepts and processes of the course topics.

## **IMPORTANT INFORMATION FOR STUDENTS**

Students are expected to maintain appropriate class conduct, which pertains to regular attendance, active participation in class discussions, and the maintenance of a safe, supportive, and inclusive learning environment by treating fellow classmates and the Instructor ethically, civilly, and professionally.

By regular attendance we mean that students arrive on time, leave on time, return from breaks on time, and display maturity and professionalism in the class towards fellow classmates and the Instructor. Attendance will be noted. If you must miss a class you are expected to obtain material covered and announcements made from a fellow classmate.

During the class, electronic devices, with the exception of laptops/tablets for taking notes, is expected to be judicious; that is, so as not to disrupt class or distract fellow students. Students who insist on using electronic devices injudiciously while class is in session may be asked to leave the class.

Any events of uncivil class conduct will result in a grades penalty or, in extreme cases, expulsion. In addition to assisting learning, a commitment to ethical, civil, and professional conduct greatly improves academic achievement and, ultimately, success the workplace.

Students requiring accommodation should notify as early as possible the York University Office for Counselling and Disability Services. Information can be found at:

<http://ds.info.yorku.ca/>

York University is committed to making reasonable accommodations and adaptations in order to make equitable the educational experience of students with special needs and to promote their full integration into the campus community. Please inform your Instructor as soon as possible should you require special accommodations.

Students should review information regarding, Access/Disability, Religious Observance Accommodation, and Student Conduct in Academic Situations provided by the following link:

<http://secretariat-policies.info.yorku.ca/>

Students must adhere to the Senate Policy on Academic Honesty. Please see:

<http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policyon/>

Any academic misconduct is a serious issue with potential consequences ranging from failure in the course to dismissal from the university. In order to ensure that you write and submit high integrity papers, please see the SPARK Academic Integrity module at:

[http://www.yorku.ca/spark/academic\\_integrity/index.html](http://www.yorku.ca/spark/academic_integrity/index.html)