

**YORK UNIVERSITY**  
**SCHOOL OF HUMAN RESOURCE MANAGEMENT**  
**FACULTY OF LIBERAL AND PROFESSIONAL STUDIES**  
**HRM 3490 (online), Winter 2020**

**Instructor:** Jessica Good Ph.D. Candidate  
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**COURSE DESCRIPTION:**

This course provides students with an understanding of strategic compensation systems. The course will cover the following material: the strategic orientation of the compensation system; compensation theories; the process and techniques of wage and salary determination; performance-based pay systems; issues and problems with incentive systems; benefits and services, and the management of these programs. Students will be invited to think critically about how human resource professionals can best deploy compensation, benefits, and rewards to support organizational competitive advantage. In addition to the material covered by the textbook, we will examine compensation issues through lectures, and by using class discussions and activities. Relevant material may be used from journals, magazines, the press, and other applicable sources. The course will reflect a mixture of theory, research, and practice.

**COURSE LEARNING OBJECTIVES:**

The objectives of this course are:

1. Students should be able to understand the importance of an organization's strategic compensation system in order to meet its organizational objectives.
2. Students should be able to understand and evaluate specific compensation systems, such as job evaluations, pay-for-performance (e.g., profit-sharing, stock options, employee benefits, etc.) and employee benefits.
3. Students should understand the importance of evaluating the market in designing your compensation system.
4. Students should be able to understand the context for compensation systems to be effective.

**ADDITIONAL REQUIREMENTS/PREREQUISITES:**

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

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the session. 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 the appropriate prerequisites.

Enrollment and all matters pertaining to course registration should be taken directly to the Undergraduate Program Advisor at the School of Human Resource Management, Atkinson 150.

Students will require an active Passport York Account to login and access their classes on Moodle. The Instructor is not responsible for any communication that is not received.

## **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/Forms moderated by the instructor.

## **REQUIRED TEXTS/MATERIALS:**

Long, Richard J., & Singh, Parbudyal. (2017). *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 web page after each class.

Note: The Instructor may add additional readings or other materials for specific classes to keep course content current and enhance learning. Students will be provided with these readings or materials before class.

## **WEIGHTING OF COURSE/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 to maintain high standards.*

### **Mid-Term Examination: 40%**

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 mid-term exam is a closed-book exam which will cover the materials that were covered in class during the first six sessions. The format will most likely be a combination of multiple choice and essay/short answer questions. You will be advised of the actual format prior to the midterm date. A review will be conducted in class before the mid-term examination.

## **Final Examination: 50%**

The final exam will be held during the formal examination period for the semester, in a room and location at York University (Keele Campus) to be announced closer to the exam date. The final exam will most likely be a combination of multiple choice and essay/short answer questions. The instructor will provide more details of the format prior to the exam. You will be advised of the actual format prior to the exam date. A review will be conducted in class before the final examination.

***If you miss the Final Examination:*** You may apply for deferred standing or petition your home faculty (in this case, the Faculty of Liberal Arts and Professional Studies), provided again that you submit appropriate written documentation attesting to illness or other unforeseen circumstances. For doctors' notes, it is school/faculty policy to only accept Attending Physician Statements. The Deferred Standing Policy states:

*Students who cannot write their final exam on the set date will be asked to defer until next term or when the course is offered next. Students abroad, or earlier on the same day, or religious accommodations represent exceptions here. Students are not allowed to write their final exam any earlier than a few hours before the official exam takes place, and then they are invigilated until the official exam begins. Any student, who provides a medical note (policy to accept notes only from attending physicians using the appropriate form) or travel tickets will be allowed to defer the final exam.*

## **Participation: 20%**

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 may 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 is relevant. It is advised that students keep up with the discussion every 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.

**PLEASE NOTE:** In the event of egregiously uncivil class conduct, the instructor reserves the right to fail the student on the full 10% Professional Class Conduct mark, regardless of attendance and level of class participation. The instructor also reserves the right to report such students to the Director of the School of HRM, and to file a complaint with the Dean of Students at the Faculty of LA&PS.

## ORGANIZATION OF THE COURSE<sup>1</sup>:

Session	Topics	Readings
1	<ul style="list-style-type: none"> <li>Course Overview;</li> <li>A Road Map to Effective Compensation</li> </ul>	Long and Singh, Chapter 1
2	<ul style="list-style-type: none"> <li>Strategic Framework for Compensation</li> </ul>	Long and Singh, Chapter 2
3	<ul style="list-style-type: none"> <li>A Behavioral Framework for Compensation</li> </ul>	Long and Singh, Chapter 3
4	<ul style="list-style-type: none"> <li>Components of Compensation Strategy</li> </ul>	Long and Singh, Chapter 4
5	<ul style="list-style-type: none"> <li>Performance Pay Choices</li> </ul>	Long and Singh, Chapter 5
6	<ul style="list-style-type: none"> <li>Formulating the Reward and Compensation Strategy</li> <li>Mid-Term Exam review</li> </ul>	Long and Singh, Chapter 6
7	<b><i>Mid-term Examination (at Keele campus)</i></b>	
8	<ul style="list-style-type: none"> <li>The Job Evaluation Process</li> </ul>	Long and Singh, Chapter 7
9	<ul style="list-style-type: none"> <li>Job Evaluation Systems: The Point Method</li> </ul>	Long and Singh, Chapter 8
10	<ul style="list-style-type: none"> <li>Evaluating the Market &amp; Evaluating Individuals</li> </ul>	Long and Singh, Chapter 9 & 10
11	<ul style="list-style-type: none"> <li>Designing Pay for Performance Plans</li> <li>Indirect Pay Plans Managing</li> </ul>	Long and Singh, Chapter 11 & 12
12	<ul style="list-style-type: none"> <li>Compensation System</li> <li>Final Exam Review</li> </ul>	Long and Singh, Chapter 13
	<b><i>FINAL EXAM (at Keele campus)</i></b>	

<sup>1</sup> May be changed at the discretion of the instructor.

## **General Information**

### **Students requiring Accommodation**

If you require accommodation, you should contact the York University Office for Counselling and Disability Services as soon as possible. Please refer to the following link: <http://ds.info.yorku.ca/>

For more information on Academic Accommodation for Students with Disabilities, please refer to Yorks Policy at the following link: <http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>

### **English as a Second Language Open Learning Centre**

**York University also has an English as a Second Language Open Learning Centre** that is free for students. Students who require this service are strongly encouraged to book an appointment early. Information on the Centre can be found at <http://www.yorku.ca/eslclc/keele/default.asp>

### **Academic Honesty**

A final letter grade is determined based on the attainment of all scores from the grade components. All examinations, papers, and other graded work products and assignments are to be completed in conformance with York University's Senate Policy on Academic Honesty.

The Faculty of Liberal Arts & Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters: *"The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards."*

Students should review the policy for themselves at:

<http://www.yorku.ca/univsec/policies/document.php?document=69>

Students might also wish to review the interactive online Tutorial for students on academic integrity at: [http://www.yorku.ca/tutorial/academic\\_integrity/](http://www.yorku.ca/tutorial/academic_integrity/)

### **Students Rights and Responsibilities**

For information on your rights and responsibilities as a student, please refer to York's Policy at the following link: <http://oscr.students.uit.yorku.ca/student-conduct>