

YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL AND PROFESSIONAL STUDIES
HRM 3490M (Thursday: 7pm), Winter 2020
Remote Instruction

Instructor: Mahbubul Alam
E-mail: alamm@yorku.ca

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.

ORGANIZATION OF THE COURSE

Please note that this is a course that depends on remote teaching and learning as though it is an online course. There will be no in-person interactions or activities on campus. The entire course, including the lecture (pre-recorded audio), participation/discussion and exams will take place on the course's Moodle. Like an online course, you can learn the course material at your own pace, following the schedule of readings and activities.

Technical Requirement To Taking The Course

Here are some useful links for student computing information, resources and help:

[Student Guide to Moodle/eClass](#)
[Computing for Students Website](#)
[Student Guide to eLearning at York University](#)

Required Texts/Materials

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

Session-wise pre-recorded lecture audios of text chapters will be hosted on ECLASS according to the Course Learning Schedule furnished in the next page.

<https://moodle.yorku.ca>

Learning Schedule

| Week/Meeting | Weekly Learning |
|---|---|
| Week 1: Jan 14 | Chapter 1: A Roadmap to Effective Compensation |
| Week 2: Jan 21 | Chapter 2: Strategic Framework for Compensation |
| Week 3: Jan 28 | Chapter 3: A Behavioural Framework for Compensation |
| Week 4: Feb 04 | Chapter 4: Components of a Compensation Strategy |
| Week 5: Feb 11 | Chapter 5: Performance Pay Choices |
| Feb 18: Reading Week | No Class |
| Week 6: Feb 25 | Chapter 6: Formulating the Reward and Compensation Strategy Mid-Term Exam Review (As announcement) |
| Mid-term Exam March 04 (7pm- 10pm) | Chapter 1-Chapter 6 |
| Week 7: March 11 | Chapter 7: The Job Evaluation Process |
| Week 8: March 18 | Chapter 8: The Point Method of Job Evaluation |
| Week 9: March 25 | Chapters 9 &10: Evaluating the Market and Individuals |
| Week 10: April 01 | Chapter 11 &12: Designing Performance Pay and Indirect Pay Plans |
| Week 11: April 08 | Chapter 13: Activating and Maintaining an Effective Compensation System. Final Exam Review |
| Final Exam (35 Marks) | Official Exam Period (April 14- April 28) |

Lecture Audios: Pre-recorded lectures audios (in multiple short modules) to be posted in the Moodle/eClass. It is expected that students listen to the pre-recorded lectures in their own time and consult textbook. It is highly advised to study text book chapters for comprehensive understanding of the taught materials.

WEIGHTING OF COURSE EVALUATION

| | |
|----------------|--|
| Mid-term Exam: | 35% (March 04, Thursday, 7pm-10pm) |
| Final Exam: | 45% (Official exam period: Dec 09-Dec23) |
| Participation: | 20% (Through Moodle Discussion Forum) |

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 (35%): The mid-term examination will cover chapter 1 to chapter 6. The exam will be conducted online using Moodle on October 30 from 11:30am- 2:30pm. The format and guidelines to be announced well before the mid-term. There will be no make-up mid-term exam. Students are advised to make themselves available for the mid-term.

Final Examination (45%): Similar to mid-term the final exam will be conducted online using Moodle, which will be held during official final exam period of York University. The final examination will cover chapter 7 to chapter 13. The format and guidelines to be announced two weeks before the final exam.

Participation (20%): This will be another key evaluation component of the course. Students are expected to actively participate through Moodle/eClass Discussion Forum every week based on the week's learning. This forum helps students to reflect on their weekly learning, share thoughts and even comment on other fellow students' thoughts based on chapter related question posted by the Instructor every week. This is how it will work:

1. The Instructor will upload weekly lecture audios well in advance in Moodle/eClass, and post a discussion question (related to the session chapter) in the Discussion Forum. After listening to the lecture audios and studying the chapters, students are expected to respond to the question/topic provided by the Instructor each week through Moodle/eClass. Students can also comment to another student's post (not mandatory though).
2. Students need to post their response by Thursday (mid-night) of each week. For example, for Week 1 of Thursday, Jan 14 (see the learning schedule above), you need to post your response by the same day Jan 14, 12-mid-night and so on. After mid-night of each Thursday the discussion forum of that week will be closed. You can not go back to the previous weeks' discussion forum; so, if you are not punctual you will not get the participation mark of the missed week(s).
3. **Marking scheme:**
Students total participation mark for the course will be based on their 10 best weekly discussion posts, each equal to 2 marks (e.g., 10x2= 20). Your participation mark will be uploaded twice in Moodle- before mid-term (marks for 5 posts = total 10) and after mid-term (marks for 5 posts = total 10).

Each discussion post is worth of maximum 2 marks. Students participation marks will vary based on the merit of their posts. Students are expected to prepare their discussion

topic by effectively applying the concepts of chapter learning, doing research where appropriate and reflecting upon personal experiences.

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.

ACADEMIC HONESTY AND INTEGRITY

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing [SPARK's Academic Integrity module](#) at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the [Senate Policy on Academic Honesty](#).

TURNITIN

To promote academic integrity in this course, students will be normally required to submit their written exams/assignments to Turnitin (via the course Moodle) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

All students are expected to familiarize themselves with the following information:

- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)