YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL AND PROFESSIONAL STUDIES
HRM 3490 (Section M), Winter 2022

Instructor: Mahbubul Alam, PhD
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Day/Time: Thursday, 7pm

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 Parbudyal Singh. *Strategic Compensation in Canada*.7th edition. Nelson Education, Toronto.
We will be using digital textbook 7e version (ISBN: 9781774123270)

CLASS SCHEDULE

Session	Topics	Readings	Exam/Assignment
Jan 13	Course Overview/ A Roadmap to Effective Compensation	Long and Singh, Chapter 1	
Jan 20	Strategic Framework for Compensation	Long and Singh, Chapter 2	
Jan 27	A Behavioural Framework for Compensation	Long and Singh, Chapter 3	
Feb 03	Components of a Compensation Strategy	Long and Singh, Chapter 4	
Feb 10	Performance Pay Choices	Long and Singh, Chapter 5	
Feb 17	Formulating the Reward and Compensation Strategy Mid-Term Exam Review	Long and Singh, Chapter 6	
Feb 24	**Reading Week No Class**		
March 03	**MID-TERM EXAM (Ch1-Ch6)**	**In-Class**	
March 10	The Job Evaluation Process	Long and Singh, Chapter 7	
March 17	The Point Method of Job Evaluation	Long and Singh, Chapter 8	
March 24	Evaluating the Market and Individuals	Long and Singh, Chapters 9 &10	
March 31	Designing Performance Pay and Indirect Pay Plans	Long and Singh, Chapter 11 &12	
April 07	Activating and Maintaining an Effective Compensation System Final Exam Review	Long and Singh, Chapter 13	
FINAL EXAM	**Final Exam Period April 12-29**		

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.

COURSE EVALUATION:

Class Participation: 10%
Assignment: 15%
Mid-term Exam: 35%
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.

Class Participation (10%)
Participation means participating actively and consistently in class discussions class activities, Q&A sessions etc. Class participation is not only about attendance, but rather your contribution to class discussion, in person and/or on Moodle. This requires your prior preparation of the textbook chapters and course readings. Good quality participation is one that can stimulate in-depth, meaningful discussion.

Assignment (15%)
 You will be required to prepare an assignment with one of your course mates. It is recommended that you choose your own partner to work on the assignment. Assignment details to be posted in Quercus and explained in details in due course.

The assignment is due on Tuesday, March 17, 8:00pm EST. Late submission will be subject to penalty @ 5% deduction per day.

Mid-Term Test (35%)
The exam will be held in the class on March o3. The test will be conducted using paper and pencil and will be proctored. The midterm test will cover material from Chapters 1-6. More test details to follow.

Final Exam (40%): The final exam will be scheduled during the final exam period. The exam will be conducted using paper and pencil and will be proctored. The final exam will cover materials covered after mid-term. More exam details to follow.

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 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