

**YORK UNIVERSITY**  
**SCHOOL OF HUMAN RESOURCE MANAGEMENT**  
**FACULTY OF LIBERAL AND PROFESSIONAL STUDIES**  
**HRM 3490 (Online), Summer 2022**

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**COURSE DESCRIPTION:**

This course provides the student with an understanding of strategic compensation systems in Canada (and beyond). Topics covered include 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 in incentive systems; benefits and services, and the management of these programs.

In addition to material covered in the textbook, we will examine compensation issues using critical lenses. Relevant material may be used from journals, magazines, etc. The course will reflect a mix of theory, research and practice.

**COURSE LEARNING OBJECTIVES:**

The objectives of this course are:

1. Students should be able to understand the components and importance of an organization's compensation system.
2. Students should 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.
3. 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 course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

## **COURSE FORMAT**

This course will be delivered online. All course material will be hosted on eClass/MOODLE: <https://moodle.yorku.ca>

In addition to two examinations that will be held online, students will be graded on their participation (see below).

The course has 13 sessions, corresponding with the chapters in the textbook. There will be slide presentations, with audio recordings, for each session. There may also be videos and additional readings for some sessions. You can cover the material at your pace, within the deadlines (see the material on the exams and participation below); that is, you can choose to cover one or more sessions per day/week, etc.

You need to read the text, listen to the audio recordings, watch the videos, etc., as all the material could potentially be tested on the examinations. More importantly, the material is relevant to “real-life” as a compensation professional and/or practicing manager.

Given that the course will be delivered online, there are Discussion Boards/Fora moderated by the instructor.

## **REQUIRED TEXTS/MATERIALS:**

Singh, Parbudyal & Long, Richard J. (2021). *Strategic Compensation in Canada* (7<sup>th</sup> Edition), Toronto: Nelson/Top Hat.

## **WEIGHTING OF COURSE/COURSE EVALUATION:**

|                |     |
|----------------|-----|
| Mid-term Exam: | 35% |
| Final Exam:    | 40% |
| Participation  | 25% |

*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%**

A mid-term examination will be held online. It is imperative that you complete the mid-term on the scheduled date since there will be no other alternative dates to write a make-up exam.

The format will most likely be a combination of multiple choice and essay/short answer questions (but this can be changed). You will be advised of the actual format prior to the midterm date.

## **Final Examination: 40%**

The final exam will be held during the formal examination period for the semester. Most likely, it will not be cumulative, and will cover the material from the mid-term to the end of the course. More details will follow as the semester progresses. The final exam will most likely be a combination of multiple choice and essay/short answer questions (again, this can be changed). The instructor will provide more details of the format.

## **Participation: 25%**

There will be a moderated discussion forum for each session. Normally, I will post a question, topic, etc., and invite responses. You do not have to respond to each question/item, but you should participate often (at least 10 sessions) to get a good participation grade. Treat this forum as how you would participate in a “live class”. “Raise your hand” and contribute when you feel you can. You will be graded on the quality and timeliness of your posts. Try your best to keep your posts brief/ to the point. You can also respond to another student’s post.

The “system” will prevent you from “backdating” your discussion; that is, you cannot go back to a session that we have covered. Try to keep up with the discussion every session. You can, however, go ahead respond to an item “in the future”, as the links to future classes (up to a point) will be on eClass/Moodle. That is, you can start the discussion for a “future” session.

You can also use this forum to ask questions, seek clarity, post relevant links, etc. Please ensure that your posts are not offensive, *in any manner*.

All posts/responses will be assessed based on how well you apply material learned in the course (text, online presentations, etc.), as well as additional research.

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

### **Week 1**

#### **Chapters 1 & 2**

Introduction to the course; A Road Map to Effective Compensation  
Strategic Framework for Compensation

### **Week 2**

#### **Chapters 3 & 4**

A Behavioural Framework for Compensation  
Components of Compensation Strategy

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

**Week 3**

**Chapters 5 & 6**

Performance Pay Choices

Formulating the Reward and Compensation Strategy

*Mid-term Examination (sometime in Week 3 or Week 4; date subject to change)*

**Week 4**

**Chapters 7 & 8**

The Job Evaluation Process

Job Evaluation Systems: The Point Method

**Week 5**

**Chapters 9 & 10**

Evaluating the Market

Evaluating Individuals

**Week 6**

**Chapters 11, 12 & 13**

Designing Pay for Performance Plans

Designing Indirect Pay Plans

Managing the Compensation System