

SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL AND PROFESSIONAL STUDIES
YORK UNIVERSITY

Course Name: Compensation
Course Number: HRM 3490, Section M
Term: Winter 2023
Instructor: Ping Peng
Email: ppeng@yorku.ca
Course Location: SLH E
Class Format: In Class Lecture
Office Time: By Appointment
Course Date and Time: Jan 12, 2023 to April 6, 2023
Thursdays, 7:00 pm to 10:00 pm

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.

Course Learning Objectives:

1. To understand the components and importance of an organization's compensation system.
2. To 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. To understand the context for effective compensation systems.

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.

Please note that it's imperative that students attend the first class as groups are formed in the first class for group projects, which will be an important component of the course.

Textbook Required:

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

Course Organization

Date	Topic	Chapter
Week 1	Introduction and Course Overview	
Jan. 12	A Road Map to Effective Compensation Group formation	1
Week 2	Strategic Framework for Compensation	2
Jan. 19		
Week 3	A Behavioural Framework for Compensation	3
Jan. 26		
Week 4	Components of Compensation Strategy	4
Feb 2		
Week 5	Performance Pay Choices	5
Feb. 9		
Week 6	Formulating the Reward and Compensation Strategy	6
Feb. 16	Mid-term Exam Review	
Week 7	Winter Reading Week – Feb. 18-24	No Class
Feb. 23		
Week 8	Mid-term Examination	Format to be determined
Mar 2		
Week 9	Evaluating Jobs: The Job Evaluation Process	7
Mar 9	Evaluating Jobs: the Point Method	8
Week 10	Evaluating the Market	9
Mar. 16	Evaluating Individuals	10
Week 11	Designing Pay for Performance Plans	11
Mar. 23	Designing Indirect Pay Plans	12
Week 12	Activating and Maintaining an effective Compensation System	13
Mar. 30	Exam Review	
Week 13	Final Exam – to be held in class (Class Time)	Format to be determined
April 6		

Weighting of Course

- Attendance/participation** 5% More details will be discussed in class
- Group Project** 25% The project is composed a group research paper.
Group Formation: The class will be formed into groups of 4-6 students in the first class. I will need the name of your group, a list of all members in your group, with full names, and e-mail addresses submitted to me. More details will be discussed in the first class.
- The purpose of this project is to provide students an opportunity to study a real-life case related to compensation. You will be required to study a current topic broadly related to compensation as assigned. The topic can be an examination of compensation related issue facing organizations or a case study (e.g. compensation, benefits, performance evaluation, pay for performance).
- Your project should provide a brief introduction of the organization you are studying and describe the topic/issue/challenges in detail, its role in the organization and how it relates to the organizational and HR strategy, and evaluate the topic/issue/activity against current research and trends. Your project should also include an analysis of how well this issue/activity is positioned within the organization and the HR system, and your recommendations for resolving the issue/improving the effectiveness of the activity. Please e-mail your choice of company and specific topic to the instructor at: ppeng@yorku.ca by **Sunday, January 22, 2023**, using the “Group Project Info Sheet” posted on the course website.
- Length of Paper: minimum 8 to maximum 10 pages long, Times new roman, 12 pitch, 1” margin, double-spaced, including references
Reference at least 5 recent articles, minimum 2 scholarly journal articles
- Your paper will be judged by: style (grammar, spelling), logic, content, quality of research, analysis, recommendations and your ability to support your arguments, as well as the use of course knowledge and concepts.
- At the end of the first class, after the groups are formed, draws will be conducted to decide the broad topic of your project.
- Mid-term Examination** 35% The mid-term examination will cover Chapters 1-6 and it will be held on March 2, 2023, during class time. It will be a closed book examination consisting of a combination of multiple choice and essay/short-answer questions based on course content and class discussions. More details to follow closer to the examination date. Note that there will be no other alternative dates to write a make-up exam.

Final Examination	35%	The final examination will be closed book, most likely covering course materials after the mid term exam (chapters 7 to 13), consisting of a combination of multiple choice and essay/short-answer questions based on course content and class discussion (however, may be changed). More details to follow closer to the end of the term.
Total	100%	

All final grades will be reviewed by the School of Human Resources Management and the School reserves the right to modify them in order to maintain high standards.

Additional Information/Notes:

Note that all exams will cover text material, lecture notes, and class discussions and supplement reading materials.

There will be **no other alternative dates to write a make-up exam for the mid-term**, so please make every effort to write the mid-term on the assigned date.

You must also **bring your student card with your photo** to all exams. It is absolutely essential to have the appropriate photo I.D. to write the exam.

If you cannot write your final exam on the required date, you will be asked to defer. You will be required to provide medical documentation in order to defer the final exam. A Deferred Standing Agreement must be submitted to the School of Human Resources Management within one week of the missed exam.

*The deferred Exam will be **cumulative** and will include **all** subjects/topics of the textbook. Deferred exams are not necessarily in the same format as the exam written by your section of the course. The format for deferred exams is not released in advance and is closed book.*

[Link to Important Dates Fall/Winter 2022-23](#)

[Link to Add/Drop Deadline](#)