

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

**Course Name:** Compensation  
**Course Number:** HRM 3490, Section A  
**Term:** Fall 2023  
**Instructor:** Ping Peng  
**Email:** [ppeng@yorku.ca](mailto:ppeng@yorku.ca)  
**Office Time:** By Appointment (virtual) - via e-mail request

**Course Time Frame:** Sept 6, 2023 to Nov 27, 2023

**Course Format:** This course will be delivered Online.

This is an **online course**. The entire course, including the submission of assignments, participation/discussion and test-taking, will take place on the course website hosted on eClass: <https://eclass.yorku.ca/>.

The lectures will be pre-recorded and posted on the course website, corresponding with the course schedule below. The lectures are asynchronous, and you can decide your own pace, but you are expected to cover the materials posted for a particular week no later than the end of that week (usually Monday to Sunday). There will be additional reading materials and videos and the content may be included in the exams.

**Technical requirements for taking the course:**

Several platforms will be used in this course (e.g., Moodle, Zoom, etc.) through which students will interact with the course materials, the course director, as well as with one another.

**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.

**This course aims to teach the students:**

1. The components and importance of an organization's compensation system.
2. How to 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. 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.

**Textbook Required:**

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

**Course Organization**

| <b>Date</b> | <b>Topic</b>                                     | <b>Chapter</b>                 |
|-------------|--|--------------------------------|
| Week 1      | Introduction and Course Overview                 |                                |
| Sept 6      | A Road Map to Effective Compensation             | <b>1</b>                       |
|             | Strategic Framework for Compensation             | <b>2</b>                       |
| Week 2      | A Behavioural Framework for Compensation         | <b>3</b>                       |
| Sept 11     |  |                                |
| Week 3      | Components of Compensation Strategy              | <b>4</b>                       |
| Sept 18     |  |                                |
| Week 4      | Performance Pay Choices                          | <b>5</b>                       |
| Sept 25     |  |                                |
| Week 5      | Formulating the Reward and Compensation Strategy | <b>6</b>                       |
| Oct 2       | Mid-term Exam Review                             |                                |
| Week 6      | Reading week – Oct 7-13                          | <b>No Class</b>                |
| Oct 9       |  |                                |
| Week 7      | <b>Mid-term Exam - On Line, eClass</b>           | <b>Format to be determined</b> |
| Oct 16      |  |                                |
| Week 8      | Evaluating Jobs: The Job Evaluation Process      | <b>7</b>                       |
| Oct 23      | Evaluating Jobs: The Point Method                | <b>8</b>                       |

|          |   |                                |
|----------|---|--------------------------------|
| Week 9   | Evaluating the Market                                       | <b>9</b>                       |
| Oct . 30 | Evaluating Individuals                                      | <b>10</b>                      |
| Week 10  | Designing Pay for Performance Plans                         | <b>11</b>                      |
| Nov. 6   |   |                                |
| Week 11  | Designing Indirect Pay Plans                                | <b>12</b>                      |
| Nov. 13  |   |                                |
| Week 12  | Activating and Maintaining an effective Compensation System | <b>13</b>                      |
| Nov 20   |   |                                |
| Week 13  | <b>Final Exam</b> – Online_ via eClass                      | <b>Format to be determined</b> |
| Nov 27   | 7:00 pm to 9:00 pm  |                                |

### **Weighting of Course**

|                             |      |  |
|-----------------------------|------|--|
| <b>Participation</b>        | 15 % | There will be discussion forums throughout the term. I will post a question, topic, etc., and invite responses. You will be graded on the quality and timeliness of your posts. Try your best to keep your posts brief and to the point. You will not be able to backdate your discussion; that is, you cannot go back to a session that we have covered. Try to keep up with the discussion every session.<br>All posts/responses will be assessed based on how well you apply materials learned in the course (text, online presentations, etc.), as well as additional research. More details will be provided. |
| <b>Mid-term Examination</b> | 40%  | The mid-term examination will cover Chapters 1-6 and it will be held on Monday, October 16, 2023, 7:00 PM to 9:00 PM – Online Via eClass. It will be a closed book examination consisting of a combination of multiple choice and essay/short-answer questions and/or case studies based on course content and additional reading materials posted on the course website. More details to follow closer to the examination date. Note that <u>there will be no other alternative dates to write a make-up mid term exam.</u>   |
| <b>Final Examination</b>    | 45%  | The final examination will be held on Monday, Nov 27, 2023 at 7:00 PM to 9:00 PM online via eClass, 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 and/or case studies based on course content and reading materials posted. (however, may be changed). More details to follow closer to the end of the term.  |
| <b>Total</b>                | 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 materials, lecture notes 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.*

*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](#)