YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL AND PROFESSIONAL STUDIES
HRM 3490, Fall 2023

Instructor: Dr. Parbudyal Singh
Telephone: 416-736-2100, ext. 30100
Office: Atkinson Building, Room 150
Office Hours: By appointment
E-mail: singhp@yorku.ca

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 appropriate prerequisites.

COURSE FORMAT

This course will be delivered in-class.

There may be a few sessions online. If there are online sessions, the material will be hosted on MOODLE: https://moodle.yorku.ca

In addition to two examinations that will be held in-class, students will be graded on their participation (see below) and a group project.

The course has 13 sessions, corresponding with the chapters in the textbook. There will be slide presentations, videos, and additional readings for some sessions.

REQUIRED TEXTS/MATERIALS:

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

WEIGHTING OF COURSE/COURSE EVALUATION:

Mid-term Exam: 35%
Final Exam: 35%
Group Project: 20%
Participation   10%

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 in-class. 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: 35%

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.

Group Project: 20%

Students will work in groups to analyze the compensation system of an organization of their choice. They will have multiple assignments throughout the course based on this organization. More details will be shared in the first class.

Participation: 10%

Students are expected to come to class prepared to fully participate. To do this, it is advisable that you read the assigned material for that session before the class. In this way, you can ask questions that you do not understand in the readings, plus other issues that may emerge in the class. You can also ask questions based on the compensation systems of the organizations you know, study, etc. You are also encouraged to share your opinions and knowledge with the class.

ORGANIZATION OF THE COURSE[1]:

Session 1 - Chapter 1
Introduction to the course; A Road Map to Effective Compensation

Session 2 – Chapter 2
Strategic Framework for Compensation

Session 3 – Chapter 3
A Behavioural Framework for Compensation

Session 4 - Chapter 4
Components of Compensation Strategy

Session 5 - **Chapter 5**
Performance Pay Choices

Session 6 - Chapter 6
Formulating the Reward and Compensation Strategy and exam review

Week6/Week 7 – Mid-term Examination (actual date to be determined)

Session 8 - Chapter 7
The Job Evaluation Process

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[1] May be changed at the discretion of the instructor.

Session 9 – Chapters 7 & 8
The Job Evaluation Process & Job Evaluation Systems: The Point Method

Session 10 – Chapter 9
Evaluating the Market

Session 11 – Chapter 10
Evaluating Individuals

Session 12 - Chapter 11
Designing Pay for Performance Plans

Session 13 - Chapters 12 & 13
Designing Indirect Pay Plans
Managing the Compensation System

Policies

Please ensure you familiarize yourself with the university's policies on academic honesty and the code of conduct: [academic honesty](#) and the [student code of conduct](#).