



COURSE OUTLINE

SCHOOL OF BUSINESS

COURSE NAME: Compensation
COURSE CODE: HRM 4009
CREDIT HOURS: 42
PREREQUISITES: HRM 4003
COREQUISITES: None
PLAR ELIGIBLE: YES (X) NO ()
EFFECTIVE DATE: January 2009
PROFESSOR: _____ **OFFICE #:** _____
PHONE: 416-415-5000 **EMAIL:** _____

NOTE TO STUDENTS: Academic Departments at George Brown College will **NOT** retain historical copies of Course Outlines. We urge you to retain this Course Outline for your future reference.

FOR OFFICE USE ONLY		
ORIGINATOR: _____	SIGNATURE	DATE
CHAIR: _____	SIGNATURE	DATE
DATE OF REVISION: _____		

EQUITY STATEMENT: George Brown College values the talents and contributions of its students, staff and community partners and seeks to create a welcoming environment where equity, diversity and safety of all groups are fundamental. Language or activities which are inconsistent with this philosophy violate the College policy on the Prevention of Discrimination and Harassment and will not be tolerated. The commitment and cooperation of all students and staff are required to maintain this environment. Information and assistance are available through your Chair, Student Affairs, the Student Association or the Human Rights Advisor.

George Brown College is dedicated to providing equal access to students with disabilities. If you require academic accommodations visit the Disability Services Office or the Deaf and Hard of Hearing Services Office on your campus.

STUDENT RESPONSIBILITIES: Students should obtain a copy of the *Student Handbook* and refer to it for additional information regarding the grading system, withdrawals, exemptions, class assignments, missed tests and exams, supplemental privileges, and academic dishonesty. Students are required to apply themselves diligently to the course of study, and to prepare class and homework assignments as given. Past student performance shows a strong relationship between regular attendance and success.

COURSE DESCRIPTION:

The course examines compensation theory and practice, including strategic compensation planning and how to effectively manage compensation and reward systems. It focus on the theoretical issues, processes and practical applications involved in developing a compensation system to attract, retain and motivate the required workforce. Specific topics include behavioral theories of compensation, job evaluation, labor market surveys, job pricing, salary administration features, designing a reward and compensation strategy, designing performance and indirect pay plans and how to administer and effectively evaluate the system.

ESSENTIAL EMPLOYABILITY SKILLS:

As mandated by the Ministry of Training, Colleges and Universities essential employability skills (EES) will be addressed throughout all programs of study. Students will have the opportunity to **learn (L)** specific skills, to **practice (P)** these skills, and/or **be evaluated (E)** on the EES outcomes in a variety of courses. The EES include communication, numeracy, critical thinking & problem solving, information management, interpersonal and personal skills. The faculty for this course has indicated which of the EES are either Learned (**L**), Practiced (**P**) or Evaluated (**E**) in this course:

Skill	L	P	E	Skill	L	P	E
1. communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience		√	√	7. locate, select, organize and document information using appropriate technology and information sources		√	√
2. respond to written, spoken or visual messages in a manner that ensures effective communication		√	√	8. show respect for the diverse opinions, values, belief systems, and contributions of others		√	√
3. execute mathematical operations accurately				9. interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals		√	√
4. apply a systematic approach to solve problems	√	√	√	10. manage the use of time and other resources to complete projects		√	√
5. use a variety of thinking skills to anticipate and solve problems.		√	√	11. take responsibility for my actions, decisions and consequences		√	√
6. analyze, evaluate, and apply relevant information from a variety of sources	√	√	√				

COURSE OUTCOMES & OBJECTIVES

1. Explain the purpose of an effective compensation system and how it contributes to organizational success

- Outline the goals of a compensation system
- Differentiate between intrinsic and extrinsic rewards

- Examine what is meant by total rewards strategy
- Characterize the various types of behavior required and its relationship to managerial strategies

2. Differentiate between the basic components of a compensation system and assess the mix and level of the various options

- Define the fundamental components of the compensation mix, differentiate between the components, and assess their relationship to managerial strategies
- Determine the methods for establishing base pay.
- Discuss the advantages and disadvantages of the components
- Identify the key design features of a performance and indirect pay plan

3. Formulate a compensation and reward strategy that best fits the organization

- Differentiate between the various managerial strategies.
- Identify the key determinants which influence the appropriate strategy determining the structural, managerial and contextual variables.
- Outline the compensation strategy formulation process
- Assess the constraints on compensation
- Determine the relationship between performance appraisal process and compensation
- Determine the appropriate compensation mix and level

4. Determine the key technical processes necessary to develop a compensation system and assess how to effectively design the system.

- Describe what is meant by internal vs. external equity
- Identify the major job evaluation methods and determine the appropriate process
- Conduct a job evaluation process
- Determine a base pay structure
- Define the relevant labor markets and establish the appropriate comparators within the market.
- Conduct a market survey

5. Differentiate between the various types of compensation mechanisms used to compensate different employee groups

- Identify the major employee groups
- Determine the most appropriate mix and level of compensation
- Explain the trends in employee compensation

6. Ascertain what is required to effectively implement, manage and adapt a compensation system

- Outline the mechanics of compensation administration
- Identify key performance indicators and determine applicable compensation strategies
- Determine how to effectively monitor and adapt the system to change
- Diagnose the key elements which can contribute to change

DELIVERY METHODS / LEARNING ACTIVITIES:

Course material will be presented using short interactive lectures, videos, experiential exercises, case discussions and simulations. Thus attendance, pre-class preparation, and class participation are essential for learning the course material. Students are responsible for reading the required text and participating in class discussions.

LIST OF TEXTBOOKS AND OTHER TEACHING AIDS:

Required:

Richard Long, Strategic Compensation in Canada. Third edition. Nelson Thomson Learning , 2006.

Richard Long, Henry Ravichander. Strategic Compensation - A Simulation, 3d edition. Nelson Thomson Learning, 2006.

On line resources - www.hrm.nelson.com and www.georgebrown.ca - web ct

MISSED TERM WORK OR EXAMINATIONS

Exemption or deferral of a quiz, exam or assignment is not permitted except for a medical or personal emergency. The professor must be notified by e-mail prior to the due date. Appropriate documentation, as determined by the professor, must be submitted.

Any student who either misses a quiz, the midterm exam or does not hand in an assignment and who provides acceptable documentation of illness or other serious problem will have the missed percentage of the course mark added to the weighting of the final exam.

Absence from final exam:

- Professor must be notified by e-mail **before** the examination
- Documentation must be presented to the professor **within three working days**.
- If the majority of the course work has been completed with a passing performance, and the documentation is acceptable, an "Incomplete" grade (INC) will be entered by the instructor. **An INC grade will not be granted if term work was missed or failed.**
- The final examination must be written **within 60 days of the submission of the incomplete grade. Failure to do this will result in an F grade.**

TESTING POLICY

All tests will be closed-book. Mid-term and final examinations will be comprised of a combination of short answers, case studies and multiple choice /definitions. The final exam is comprehensive and covers the entire course.

ASSIGNMENT POLICY

Students unable to submit an assignment on the due date are expected to discuss the matter in advance with the professor. At the professor's discretion, late assignments may not be accepted. Where late assignments *are* accepted, the professor will apply a late penalty.

It is expected that all students will make a significant contribution to the group assignment. If not, marks may be adjusted accordingly. If the group is unable to progress as planned due to medical and/or personal reasons, it is expected that the group will contact the professor immediately. The entire group is responsible for the accuracy of the entire report, including proper referencing of sources.

EVALUATION SYSTEM:

Assessment Tool:	Description:	Outcome(s) assessed:	EES assessed:	Date / Week:	% of Final Grade:
Mid Term test	Ch 1-6	1-6	1,2,4,5,6	7	25
Final Exam	Comprehensive	1-6	1,2,4,5,6	14	30
Homework assignment		1-5	1-7	8	5
Case study	Comprehensive	1-6	1-2,4-11	13.15	25
Quiz	Ch 1-4	1-6	1,4,5,6	5.12	5
In class participation	Exercises/case studies	1-6	1-2,4-11	1-13	10
				TOTAL:	100%

GRADING SYSTEM

The passing grade for this course is: **D**. A minimum grade of **C** is required for HRP AO purposes.

A+	90-100	4.0	B+	77-79	3.3	C+	67-69	2.3	D+	57-59	1.3	Below 50	F	0.0
A	86-89	4.0	B	73-76	3.0	C	63-66	2.0	D	50-56	1.0			
A-	80-85	3.7	B-	70-72	2.7	C-	60-62	1.7						

Excerpt from the College Policy on Academic Dishonesty:

The *minimal* consequence for submitting a plagiarized, purchased, contracted, or in any manner inappropriately negotiated or falsified assignment, test, essay, project, or any evaluated material will be a grade of zero on that material. To view George Brown College policies please go to www.georgebrown.ca/policies

COURSE SCHEDULE- HRM 4009

Week	Topic	Outcome	Content	Chapter reference	Assignment / Tests
1	Introduction -A Roadmap to Effective Compensation	1	Goal of compensation Roadmap to effective compensation	Chapter 1	
2	A Strategic Framework for Compensation	3	Managerial strategies Determinants of the most appropriate strategies Key variables	Chapter 2	
3	Behavioral Framework for Compensation	1	Task, membership and citizenship behavior Reward outcomes Integrated model of behavior	Chapter 3	
4	Components of Compensation Strategy	2,3	Methods for establishing base pay Fundamental comp. components	Chapter 4	
5	Formulating the Reward and Compensation strategy	3,5	Constraints on compensation Strategy formulation process Compensating different groups	Chapter 5 -	Case assignment discussed/ teams formed Quiz- Chapters 1,2,3,4
6	Evaluating Jobs: The job Evaluation Process Evaluating Jobs: the point method of Job Evaluation	4	Job analysis Job evaluation- different methods Conducting the JE process Pay equity issues	Chapter 6 Ch 7 up to page 275	Homework assigned
7	Mid term Test			Test – chapter 1,2,3,4,5,6	
8				Intercession	
9	Evaluating jobs – point method Evaluating the market	4	Understanding and defining relevant markets Sources of data Conducting and analyzing surveys	Chapter 7 cont” & Chapter 8- Evaluating the market	Homework due

Week	Topic	Outcome	Content	Chapter reference	Assignment / Tests
10		3	Understanding relevant markets Evaluating performance Evaluating skills, competencies Pricing skill blocks	Chapter 8 cont" Chapter 9	
11	Evaluating individuals continued Designing performance pay plans	2,3	Evaluating performance Evaluating skills, competencies Pricing skill blocks Types of plans	Chapter 9 Chapter 10	
12	Designing indirect pay plans-	2,3	Types of benefits Fixed vs. flexible systems Designing the system	Chapter 11	
13	Managing the compensation system Review	6	Compensation administration Preparing for implementation and implementing a system Evaluating, monitoring and adapting the system Review	Chapter 12	Case studies due
14	Final Examination				Final Exam
15	Case Presentations-				

Please note: this schedule may change as resources and circumstances require.

For information on withdrawing from this course without academic penalty, please refer to the College Academic Calendar: <http://www.georgebrown.ca/Admin/Registr/PSCal.aspx>