



COURSE OUTLINE: HRM402 - COMP. & BENEFITS

Prepared: Barb Bringleson

Approved: Bob Chapman - Dean

Course Code: Title	HRM402: COMPENSATION AND BENEFITS
Program Number: Name	2041: BUSINESS - H.R.
Department:	BUSINESS/ACCOUNTING PROGRAMS
Academic Year:	2025-2026
Course Description:	In this course, students will explore the processes, issues and techniques involved in administering a compensation system and the linkages between the compensation function and the organizational management process. Students will work toward an understanding of the objectives, policies, and standards necessary to meet the strategic goals of organizations, individual employee needs and how the compensation system design is necessary to attract, retain and motivate the required workforce.
Total Credits:	3
Hours/Week:	3
Total Hours:	42
Prerequisites:	There are no pre-requisites for this course.
Corequisites:	There are no co-requisites for this course.
Vocational Learning Outcomes (VLO's) addressed in this course:	2041 - BUSINESS - H.R.
Please refer to program web page for a complete listing of program outcomes where applicable.	VLO 1 participate in the recruitment, selection, and retention of employees
	VLO 4 contribute to an organization's success through effective employee relations
	VLO 5 assist with the administration and communication of the organization's total compensation plan
	VLO 7 apply current and emerging information technologies to support the human resources function
	VLO 9 communicate human resources information accurately and credibly in oral, written, and graphic form
	VLO 12 assist in the collection and analysis of human resources data
Essential Employability Skills (EES) addressed in this course:	EES 1 Communicate clearly, concisely and correctly in the written, spoken, and visual form that fulfills the purpose and meets the needs of the audience.
	EES 2 Respond to written, spoken, or visual messages in a manner that ensures effective communication.
	EES 3 Execute mathematical operations accurately.
	EES 6 Locate, select, organize, and document information using appropriate technology and information systems.
	EES 8 Show respect for the diverse opinions, values, belief systems, and contributions of others.
	EES 9 Interact with others in groups or teams that contribute to effective working



relationships and the achievement of goals.

EES 11 Take responsibility for ones own actions, decisions, and consequences.

Course Evaluation:

Passing Grade: 50%,

A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.

Books and Required Resources:

Strategic Compensation in Canada 7e (TH Bundle) by Richard Long
 Publisher: Nelson Publishing Edition: 7th
 ISBN: 9781774945520

Course Outcomes and Learning Objectives:

Course Outcome 1	Learning Objectives for Course Outcome 1
Explain why a compensation system must be viewed in the context of the total reward system.	1.1 Describe the key purpose of a compensation system and explain why an effective compensation system is important to most organizations. 1.2 Compare and contrast extrinsic and intrinsic rewards. 1.3 Understand the major components of the reward system, compensation system, and compensation function. 1.4 Explain the criteria for evaluation an compensation system.
Course Outcome 2	Learning Objectives for Course Outcome 2
Explain the implications of choice of managerial strategy on effectiveness of the reward and compensation system.	2.1 Explain how the strategic framework for compensation can be used as a tool for designing effective reward and compensation systems. 2.2 Investigate three main managerial strategies that organizations may adopt. 2.3 Investigate the determinants of managerial strategy. 2.4 Explain how structural variables can be used to implement a specific managerial strategy. 2.5 Analyze how conditions in North America have changed during the twentieth century, including `wage and price controls`, and the effect on today`s managerial and compensation strategies.
Course Outcome 3	Learning Objectives for Course Outcome 3
Explain the role that managerial strategy plays in determining the type of employee attitudes and behaviour needed by an organization.	3.1 Discover the three main types of reward problems that can afflict organizations. 3.2 Discover the three key employee behaviours desired by employers. 3.3 Evaluate the reward impact on employee behaviours for individual organizations. 3.4 Analyze the causes and consequences of reward dissatisfaction including executive pay disparity issues. 3.5 Recommend strategies to generate organizational citizenship behaviour.
Course Outcome 4	Learning Objectives for Course Outcome 4
Evaluate the applicability of the components of a compensation strategy.	4.1 Analyze the three main methods for establishing base pay (market pricing, job evaluation, and pay for knowledge/skills). 4.2 Analyze the advantages and disadvantages of the



	<p>components of a compensation strategy.</p> <p>4.3 Differentiate between the main categories of individual, group, and organizational performance pay.</p> <p>4.4 Recommend the optimal components of a compensation strategy and total reward structure based on a company's individual circumstances, including corporate objectives and budgets.</p> <p>4.5 Understand that laws affect the design of the wage structure, work opportunities, and the economic security of employees with specific reference to the impact of the Employment Standards, Pay Equity and the Income Tax Act on compensation policies in Ontario.</p>
Course Outcome 5	Learning Objectives for Course Outcome 5
Design a base pay structure, including pay grades and pay ranges.	<p>5.1 Describe the key steps in conducting job analysis.</p> <p>5.2 Produce thorough, accurate job descriptions.</p> <p>5.3 Choose an appropriate job evaluation system based on organizational and legislative circumstances and evaluate it for consistency and equitability.</p> <p>5.4 Develop and use compensable factors to measure job differences for specific managerial strategies.</p> <p>5.5 Understand that pay grades are an integral part of the pay structure and be able to discuss their general characteristics.</p>
Course Outcome 6	Learning Objectives for Course Outcome 6
Collect, analyze, use, and evaluate data on compensation and total rewards to continually improve effectiveness.	<p>6.1 Identify some of the major reasons for conducting a compensation survey.</p> <p>6.2 Identify possible sources of compensation data for an organization's sector, industry, and location.</p> <p>6.3 Explain various steps in conducting in-house compensation surveys.</p> <p>6.4 Understand various statistical indices in analyzing the results of compensation surveys.</p> <p>6.5 Explain the limitations of using compensation survey data.</p> <p>6.6 Explain why an organization must relate to a variety of labour markets when conducting a compensation survey.</p> <p>6.7 Design a compensation survey that will generate useful compensation data.</p>
Course Outcome 7	Learning Objectives for Course Outcome 7
Design and effectively communicate Total Rewards including performance pay and indirect pay plans to optimize reception and comprehension.	<p>7.1 Assess which types of performance pay plans, including 'work premiums', would be appropriate in different situations.</p> <p>7.2 Compare and contrast the major categories of employee benefits, and the specific types and costs of benefits included in each category.</p> <p>7.3 Assess the benefits based on those with the greatest value to the employee and lowest cost to the employer for specific organizations.</p> <p>7.4 Gain an understanding of the design and usefulness of a</p>



	flexible benefits program 7.5 Communicate key messages on Total Rewards structure using optimal communication media based on audience characteristics to help employees understand their value.												
Course Outcome 8	Learning Objectives for Course Outcome 8												
Craft a comprehensive implementation plan for a new compensation system, develop a communication strategy, and articulate methods for evaluating the system's effectiveness.	8.1 Identify the key issues in preparing to implement a compensation system. 8.2 Develop an implementation plan for a new compensation system. 8.3 Develop a process for communicating the compensation system. 8.4 Explain how to evaluate the effectiveness of a compensation system. 8.5 Identify circumstances that may necessitate changes to the compensation system.												
Evaluation Process and Grading System:	<table border="1"> <thead> <tr> <th>Evaluation Type</th> <th>Evaluation Weight</th> </tr> </thead> <tbody> <tr> <td>Assignment: Salary Survey Exercise</td> <td>20%</td> </tr> <tr> <td>Group Assignment: Development of a Compensation Strategy</td> <td>30%</td> </tr> <tr> <td>Quizzes / Case Studies</td> <td>10%</td> </tr> <tr> <td>Test #1</td> <td>20%</td> </tr> <tr> <td>Test #2</td> <td>20%</td> </tr> </tbody> </table>	Evaluation Type	Evaluation Weight	Assignment: Salary Survey Exercise	20%	Group Assignment: Development of a Compensation Strategy	30%	Quizzes / Case Studies	10%	Test #1	20%	Test #2	20%
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Date:	December 19, 2025												
Addendum:	Please refer to the course outline addendum on the Learning Management System for further information.												