



**I. COURSE DESCRIPTION:**

The primary objective of this course is to provide an understanding of the process, issues and techniques involved in developing and administering a compensation system. The course should enable the student to gain knowledge of (a) both the theoretical and applied aspects of the compensation function, (b) the linkage between the compensation function and the organizational management process and (c) the compensation system design necessary to attract, retain and motivate the required workforce.

**II. LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:**

Upon successful completion of this course, the student will demonstrate the ability to:

1. Discuss the strategic issues and concepts related to compensation.

Potential Elements of the Performance:

- Compensation goals.
- Linkage with organizational goals, strategies and environment.
- Elements of organizational rewards systems.

Long: Chpts. 1, 2, & 8 (pp. 225-96)

2. Discuss the relevant theories and their applications.

Potential Elements of the Performance:

- Behavioural Theories
- Economic Theories
- Internal, External and Employee Equity

Long: Ch. 3

3. Explain Base Pay: Job-Based Approach.

Potential Elements of the Performance:

- Concept of Base Pay.
- Job Analysis-concept and Meaning.
- Methods and Limitations of Job Analysis.
- Job Descriptions and Job Specifications.
- Qualitative and Quantitative Methods of job Evaluation.
- Administrative/Management Issues.
- Assessing usefulness of Job Evaluation Results.
- Lead, lag or Matching Policies.

- Types and Methods of Market Surveys.
- Analysis and Interpretation of Survey Data.
- Adjusting and updating Survey Data.
- Pay Grades, Broadbanding and Ranges.
- Balancing Internal and External Equity.

Long: Ch. 4 (115-26), (133-36) & 9 (pp. 320-50, 357-61)

4. Describe Skill competency-Based Pay Plans.

Potential Elements of the Performance:

- Skill Analysis, Skill Blocks
- Pricing of Skills.
- Advantages and Disadvantages of Skill-Based Pay Plans.

Long: Ch 4 (pp126-33) & 11 (pp. 437-47)

5. Describe Performance Pay

Potential Elements of the Performance:

- Pay-performance Linkage.
- Individual vs. Group Plans.
- Performance Appraisal Process/methods
- Merit Pay Guide Charts
- Variable Pay Plans
- Time and Piece Rated Plans.
- Group/Team-Based Pay.

Long: Ch. 5, 6, & 11 (pp. 401-37)

6. Explain Employee Benefits

Potential Elements of the Performance:

- Types of Benefits.
- Standardized Plans.
- Flexible Benefits Plans.
- Measurement of Employee Preferences.

Long: Ch. 7

7. Discuss Managing Compensation Systems

Potential Elements of the Performance

- Employee Involvement and Communications
- Budgeting and Cost control.

- Monitoring, Auditing and Evaluating Effectiveness of Pay System.

Long: Ch. 12

8. Discuss Any Other Miscellaneous Pertinent Issues.

Potential Elements of the Performance

- Compensation of Special Groups.
- Pay Equity
- International Compensation.

Long: Ch. 8 (pp. 296-313) & 9 (pp. 361-71)

**III. TOPICS:**

1. Strategic Issues and Concepts
2. Relevant theories and Their Applications
3. Base Pay: Job-Based Approach
4. Skill Competency-Based Pay Plans
5. Performance Pay
6. Employee Benefits
7. Managing Compensation Systems

**IV. REQUIRED RESOURCES/TEXTS/MATERIALS:**

**Strategic compensation in Canada, 3rd Edition, by Richard J. Long**

**V. EVALUATION PROCESS/GRADING SYSTEM:**

**A minimum grade of 70% is required to pass this course.**

The following semester grades will be assigned to students:

<b>Grade</b>	<b><u>Definition</u></b>	<i>Grade Point Equivalent</i>
A+	90 – 100%	
A	80 – 89%	4.00
B	70 - 79%	3.00
C	60 - 69%	2.00
D	50 – 59%	1.00
F (Fail)	49% and below	0.00

CR (Credit)      Credit for diploma requirements has been

	awarded.
S	Satisfactory achievement in field /clinical placement or non-graded subject area.
U	Unsatisfactory achievement in field/clinical placement or non-graded subject area.
X	A temporary grade limited to situations with extenuating circumstances giving a student additional time to complete the requirements for a course.
NR	Grade not reported to Registrar's office.
W	Student has withdrawn from the course without academic penalty.

## VI. SPECIAL NOTES:

### Special Needs:

If you are a student with special needs (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with your professor and/or the Special Needs office. Visit Room E1101 or call Extension 703 so that support services can be arranged for you.

### Retention of Course Outlines:

It is the responsibility of the student to retain all course outlines for possible future use in acquiring advanced standing at other postsecondary institutions.

### Plagiarism:

Students should refer to the definition of “academic dishonesty” in *Student Rights and Responsibilities*. Students who engage in “academic dishonesty” will receive an automatic failure for that submission and/or such other penalty, up to and including expulsion from the course/program, as may be decided by the professor/dean. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, it is the policy of the department to employ a documentation format for referencing source material.

### Course Outline Amendments:

The professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

Substitute course information is available in the Registrar's office.

*<include any other special notes appropriate to your course>*

**VII. PRIOR LEARNING ASSESSMENT:**

There is no PLAR in The Human Resource Practices Certificate

**VIII. DIRECT CREDIT TRANSFERS:**

Students who wish to apply for direct credit transfer (advanced standing) should obtain a direct credit transfer form from the Dean's secretary. Students will be required to provide a transcript and course outline related to the course in question.