

## International HR Strategy and Compensation Policy



### SCHOOL

IAE School of Management



### CAMPUS

Saint-Serge



### LEVEL

2nd year Master's degree



### OPEN TO EXCHANGE STUDENTS

Yes



### SEMESTER

Fall (S1)

> **Degree course:** International Human Resource Management

> **Teaching unit:** UE 1-4

> **Course language:** English

> **Duration (hours):** 20

> **ECTS:** 4

> **Teacher(s):** Raphaël Torfs

#### > **Assessment:**

Continuous assessment

Final exam

#### > **Teaching methods:**

Lecture course 20 hours

Tutorial course hours

Practical work hours

Case study

Project

## COURSE DESCRIPTION

Understand the international HR strategy

- Overview of what is included in a modern compensation and benefits policy from the cash to the non-cash elements such as flex working schedules, vacation, retirement plans etc
- Understand the impact of the type of industry in your C&B practice
- Introduction to constructing a pay range from scratch, starting with job classifications and gradings, and then working through the statistical analysis of survey data to build a pay range adapted to the company
- Analysis of the different elements that impact compensation decisions (job positioning, individual competencies, internal equity, budgets?)
- Introduction to variable remuneration plan construction, including the importance of balancing actions versus behaviours, group rewards versus individual rewards for different categories (Sales, Management, etc.)
- Introduction to international pay practice and impact on an organisation
- How to manage expatriate/detached employees in terms of C&B.

Teaching methods: PowerPoint presentation, group work in class, and one major exercise which is going to be the practical connection point between all elements to be studied.

## OBJECTIVES

- Identify and understand the different elements that constitute a Compensation & Benefits Policy
- Understand the differences between pay practice for workers, managers and executives
- Understand practice differences between countries
- Understand the steps required to build a pay range within a company
- Use a pay range to correctly attract, motivate and retain employees over their career
- Identify the levers that can be used in a variable pay scheme (actions v behaviours)
- Build a salary budget and link salary increase to performance when applicable
- Understand concepts of internal and external equity

## PREREQUISITES

HR Management basics

## SELECTIVE BIBLIOGRAPHY

- Top Pay and Performance: International and Strategic Approach (2005, ed. Butterworth-Heinemann), TYSON (S.), BOURNOIS (F.)
- Compensation Management in a Knowledge-Based World (2005, ed. Prentice Hall College Div), HENDERSON (R.I.)
- The Stock Options Book (2011, ed. The National Center for Employee Ownership)