



National Taiwan University of Science and Technology

2020 Winter Program

BUS 312 Introduction to Human Resource Management

Course Outline

Course Code: BUS 312

Instructors: Jay Richman

Home Institution: Johns Hopkins University

Office Hours: TBA

Email: jrichma2@jhu.edu; jay.richman@verizon.net

Credits: 4

Course Description:

This course will introduce and overview the major topics in Human Resource Management (HRM). HRM is a fundamental component of the competitiveness, effectiveness, and sustainability of any organization, as it influences who is hired, how they are trained, evaluated and compensated, and what steps are taken to retain them. In turn, HRM plays a critical role in attaining quality talent, influencing employee behaviors and ensuring effective and efficient organizational performance. In other words, if an organization wants good people to gain a competitive advantage over its market rivals, it must practice good HRM. Throughout this course, we will be covering many topics related to HRM. We will start by examining the holistic context, challenges and role of HRM. Afterward, we will stress the importance of aligning HR practices to various organizational requirements and external environmental influences. Following, we will emphasize the role of HR in complying with several employment laws. Next, we will focus on job analysis and workforce planning. Then, we will look at various HR practices within the employment cycle, including recruitment and selection, training and development, performance management, compensation management, benefits, safety and health, and labor relations. Also, we will be highlighting the importance of aligning HR practices with each other and with the internal and external environment of the firm as we address each HR practice.



Course Objectives:

The aim of this course is to provide students with a robust understanding of HR practices and issues. In addition, the course targets building awareness and appreciation of the link between HR practices and their role in achieving a competitive advantage. Students who successfully complete this course should demonstrate an understanding of: 1. The context and challenges of HRM and its role as a strategic function and set of practices within organizations. 2. How HR practices should be aligned with each other and with the internal and external environment of the firm. 3. How to conduct HR planning to ensure that the right quality of talent with the right quantities are available at the right time. 4. The process of recruiting and selecting employees to attract and attain the right talent. 5. The process of training and developing employees to ensure that they acquire the right competencies for current and future positions. 6. The process of performance management to assess employees' productivity and behaviors and to ensure continuous improvement of employees' performance. 7. The process of designing and implementing compensation packages – including incentives and benefits – that help in attracting, motivating and retaining talent. 8. How to ensure that employees are healthy and safe – from an ethical-obligation perspective and from a legal compliance perspective. 9. How to manage employee relations – especially when it comes to labor unions.

Required Textbook:

Human Resource Management: Managing Employees for Competitive Advantage, Fourth Edition by Gowan, Lepak, Chicago Business Press, 2020. ISBN-13: 978-1-948426-08-4

Grading & Evaluation:

- **Exams:** There will be three exams covering all course material. Exams will not be cumulative. Each exam will cover approximately one-third of the course material. The first two exams will make 25% of your grade, and the third exam will make 30% of your grade. So, the three exams together will make 80% of your grade.
- **Team Exercises and Demonstrations:** You will be assigned to various teams throughout the course. Your team will be asked to demonstrate some of the techniques and skills learned in the class during assigned sessions. We will review the requirements you need to meet through these exercises and demonstrations, and your performance will count toward your course grade. This component will make 10% of your grade.
- **Attendance and Participation:** The attendance and participation grade is comprised of 40% attendance and 60% class discussion/participation. Everyone begins with 8 out of the total possible 10 points. Points can be gained for insightful contributions to class and perfect attendance, and points can be lost for absenteeism, being unprepared, and misconduct during class. For each class session, you are expected to have read the assigned reading for that particular session, stay for the full session, and be prepared to discuss topics in class. This component will make 10% of your grade. As a lot of the learning for this course will happen in the classroom attendance at every class is required. If you miss a class for some unavoidable reason (like health or other emergencies or for a religious observance), it is your responsibility to find out about any announcements regarding the course made that day and to get notes for the missed class from another student and learn the material.



Class/Forum Discussions:

For each week, there will be an assigned discussion forum. The forum aims to debate and discuss a question that addresses an issue related to the chapter's subject. Students are expected to actively participate in the online forum discussions, in order to interact, reflect, exchange ideas, and expand their knowledge base. There will be 4 forums in total and each will be assessed separately. The total assessment of the forum discussions will account for the top 5 individual forum scores – averaging up to a grade out of 100. First, students should post an initial contribution that answers the forum question. The initial contribution should be posted during the first three days of the assigned period. The initial contribution will be assessed based on its content, demonstrated analytical thinking and references used. Second, the student should actively collaborate and respond to other posts throughout the assigned period. At a minimum, the student should reply thrice to others – in addition to the initial contribution. The collaboration will be assessed based on content and engagement, demonstrated analytical thinking and references used. In addition, the student will be assessed based on the quality of writing. The quality of writing will be assessed based on clarity and mechanics and organization.

A few things I wish to emphasize about in-class/online participation:

- A good comment is one that is relevant to the discussion and increases everyone's understanding of the issues involved.
- The best contributions reflect good listening. They take into consideration ideas offered earlier on in the class rather than being isolated and disjointed.
- Good class participation shows evidence of thorough reading and understanding of the material.
- Be willing to interact with other class members and the instructor by asking questions or challenging conclusions that we may have reached. But remember to always do so in a professional manner.
- Quality of the comments counts more than just the quantity.

The following is the breakdown of each forum discussion assessment:

Assessment Category Assessment Criteria Initial Contribution (45%)

Content Contribution (20%)

Analytical Thinking (20%)

References (5%)

Collaboration (45%)

Content Contribution and Engagement (20%)

Analytical Thinking (20%)

References (5%)

Quality of Writing (10%)



Clarity and mechanics (5%)

Organization (5%)

Grading & Evaluation:

Grades will be based on three exams, team exercises and demonstrations, and class discussion/participation.

	Percent
Exam 1	25%
Exam 2	25%
Exam 3	30%
Team Exercises and Demonstrations	10%
Attendance and Participation	10%
Total Max Points	100%

Scaled Score

94 - 100	A+
90 - 93.9	A
87 - 89.9	A-
84 - 86.9	B+
80 - 83.9	B
77 - 79.9	B-
74 - 76.9	C+
70 - 73.9	C
60 - 69.9	D
59.9 and below	F

Technical Requirements:

There are no special technical pre-requisites, but, as the course delivery and communication takes place via the screen, students will benefit from a consistent, secure access to a personal computer with up to date word processing and graphics software (Flash and video players). A high-speed Internet connection is also recommended. The following are some basic hardware and software requirements:

1. An up-to-date computer (usually no older than 2-3 years. Students need to make sure that their computers are functional as it is their responsibility).
2. Broadband connection with a reliable internet access.
3. Voice input (Microphone) and output hardware.
4. A webcam (800 x 600 resolution or better).
5. Operating System (Windows 7, 8, or higher / MAC OSX 10.7 Lion or higher).



6. Microsoft Word & PowerPoint.
7. Adobe Flash Player.
8. Adobe Reader (PDF reader).
9. A Media Player.

Course Schedule:

Class Date	Topics Covered	Readings/Activities	Assignment Due
1 Week 1 Mon	Course Introduction Introduction to the Field of Human Resource Management	<ul style="list-style-type: none"> → Step 01: Read the course Syllabus, Schedule, and the “Syllabus Details” sections at the course website. → Step 02: Explore the course and note your rights and obligations. → Step 03: Get acquainted with the Learning Management System (Chicago Business Press). → Step 04: Post an introduction about yourself in the “Student Introductions” forum; you can find it under the “General Forums” section on Chicago Business Press. → Step 06: Prepare ahead for the first discussion forum participation. 	
2 Week 1 Tue	Chapter 1 - Managing Employees for Competitive Advantage	<p>Chapter 1</p> <p>Steps for accomplishing the learning objectives of Chapter one:</p> <ul style="list-style-type: none"> → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters’ quizzes. → 	
3 Week 1 Wed	Chapter 2 - Organizational Demands and Environmental Influences	<p>Chapter 2</p> <p>Steps for accomplishing the learning objectives of Chapter two:</p> <ul style="list-style-type: none"> → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your 	



		knowledge by taking the Chapters' quizzes. →	
4 Week 1 Thu	Chapter 3 - Regulatory Issues	Chapter 3 Steps for accomplishing the learning objectives of Chapter three: → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes.	Steps for contributing to the Forum activity: → Step 01: Post your initial contribution to the week's Forum during the first three days of the period. → Step 02: Reply to other students' posts throughout the week – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. → Note: You will not be able to view the replies of your classmates before you post your initial contribution.
5 Week 2 Mon	Chapter 4 Job Design and Job Analysis	Chapter 4 Steps for accomplishing the learning objectives of Chapter four: → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes.	
6 Week 2 Tue	Chapter 5 Workforce Planning	Chapter 5 Steps for accomplishing the learning objectives of Chapter five: → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes Study for Exam One (Chapters 1, 2, 3, 4 and 5)	Exam 1 Note: The exam consists of multiple-choice questions that cover the required readings and instructional material.
7 Week 2 Wed	Chapter 6 Recruitment	Chapter 6 Steps for accomplishing the learning objectives of Chapter six: → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters'	



		quizzes	
8 Week 2 Thu	Chapter 7 Selection	Chapter 7 Steps for accomplishing the learning objectives of Chapter seven: <ul style="list-style-type: none"> → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes. → Optional: Read the optional readings, watch the media and skim through useful links to further enhance your learning experience. 	Steps for contributing to the Forum activity: <ul style="list-style-type: none"> → Step 01: Post your initial contribution to the week's Forum during the first three days of the period. → Step 02: Reply to other students' posts throughout the week – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. → Note: You will not be able to view the replies of your classmates before you post your initial contribution.
9 Week 3 Mon	Chapter 8 Learning and Development	Chapter 8 Steps for accomplishing the learning objectives of Chapter eight: <ul style="list-style-type: none"> → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes. 	
10 Week 3 Tue	Chapter 9 Performance Management	Chapter 9 Steps for accomplishing the learning objectives of Chapter nine: <ul style="list-style-type: none"> → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes. Study for Exam 2 (Chapters 6, 7, 8, and 9)	Exam 2 Note: The exam consists of multiple-choice questions that cover the required readings and instructional material.
11 Week 3 Wed	Chapter 10 Compensating Employees	Chapter 10 Steps for accomplishing the learning objectives of Chapter ten: <ul style="list-style-type: none"> → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' 	



12 Week 3 Thu	Chapter 11 Incentives and Rewards	quizzes. → Chapter 11 Steps for accomplishing the learning objectives of Chapter eleven: → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes.	Steps for contributing to the Forum activity: → Step 01: Post your initial contribution to the week's Forum during the first three days of the period. → Step 02: Reply to other students' posts throughout the week – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. → Note: You will not be able to view the replies of your classmates before you post your initial contribution.
13 Week 4 Mon	Chapter 12 Employee Benefits and Safety Programs	Chapter 12 Steps for accomplishing the learning objectives of Chapter twelve: → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes.	
14 Week 4 Tue	Chapter 13 Labor Unions and Employee Management	Chapter 13 Steps for accomplishing the learning objectives of Chapter thirteen: → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes.	
15 Week 4 Wed	Chapter 14 Creating High-Performing HR Systems	Chapter 14 Steps for accomplishing the learning objectives of Chapter fourteen: → Step 01: Read the required readings. → Step 02: Study the instructional material. → Optional: Check your knowledge by taking the Chapters' quizzes.	Steps for contributing to the Forum activity: → Step 01: Post your initial contribution to the week's Forum during the first three days of the period. → Step 02: Reply to other students' posts throughout the week – at least three



			replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. — Note: You will not be able to view the replies of your classmates before you post your initial contribution.
16 Week 4 Thu		Final Exam (Chapters 10, 11, 12, 13 and 14)	Final Exam Note: The exam consists of multiple-choice questions that cover the required readings and instructional material.

- 1 – Managing Employees for Competitive Advantage
- 2 – Organizational Demands and Environmental Influences
- 3 – Regulatory Issues
- 4 – Job Design and Job Analysis
- 5 – Workforce Planning
- 6 – Recruitment
- 7 – Selection
- 8 – Learning and Development
- 9 – Performance Management
- 10 – Compensating Employees
- 11 – Incentives and Rewards
- 12 – Employee Benefits and Safety Programs
- 13 – Labor Unions and Employee Management
- 14 – Creating High-Performing HR Systems

Professor Bio

Mr. Richman has spent over 42 years in marketing in the business community. He was employed as a Manager Proposal Management for CenturyLink Government Services Division. He had been with this company for over 13 years. He was employed by Verizon/Bell Atlantic/C&P Telephone for over 28 years. He has held several marketing positions with Verizon/Bell Atlantic, including,



Sales Manager, Staff Manager, Program Manager, Project Manager, and National Account Executive. Mr. Richman also spent one year with Bell Atlantic International as Marketing Consultant to the Puerto Rico Telephone Company.

Mr. Richman has been affiliated with Johns Hopkins Carey School of Business for over twenty-four years. He has taught several Graduate marketing courses including Marketing Management, Marketing Strategy, Consumer Marketing, Consumer Behavior, Sales Force and Channels of Distribution, etc. In the fall of 2018, he developed and taught an online Consumer Behavior course and taught this course in 2019 and 2020. He developed and taught an online New Product Development that was launched in August 2020. He has also taught Voice Telecommunications Architecture in the IT department at JHU, as well as Business Communication. He has taught Project Management at George Washington University. In addition, he has been affiliated with the University of Maryland Global Campus since 2007. Courses taught include Principles of Marketing and Strategic Marketing Management. He completed teaching a Principle of Marketing class at the Beijing Jiaotong University in Beijing, China in August 2019.

Mr. Richman has a Bachelor of Science in Business Administration degree from the University of Maryland. He also has two Master's degrees from Johns Hopkins University – MAS in Applied Behavioral Science Organization Development, and an MS in Management. He also has a Master's Certificate in Commercial Project Management from George Washington University.