



**Hankuk University of Foreign Studies**  
**2025 Winter Session**  
**BUS 312 Human Resource Management**  
**Course Outline**

**Course Code: BUS 312**

**Instructors: Jay Richman**

**Home Institution: Johns Hopkins University**

**Office Hours: TBA and by appointment**

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**Credits: 4**

**Class Hours:**

This course will have 60 class hours, including 32 lecture hours, professor 8 office hours, 8-hour TA discussion sessions, 4-hour review sessions, 8-hour extra classes.

**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:**

Grading System (1 ~ 100)

A+ : 96 - 100	A : 91 - 95
B+ : 86 - 90	B : 81 - 85
C+ : 76 - 80	C : 71 - 75
D+ : 66 - 70	D : 60 - 65
F : 0 - 59	
Pa : Pass	Fa : Fail

Grades will be based on three exams, daily quizzes, and class discussion/participation.

Grading Component	Percent
Exam 1	25%
Exam 2	25%
Exam 3	30%
Daily Quizzes	10%
Attendance and Participation	10%
Total Max Points	100%



**Course Schedule**

<b>Week1</b>	<b>Topics Covered</b>	<b>Readings/Activities</b>	<b>Assignment Due</b>
	Course Introduction Introduction to the Field of Human Resource Management Managing Employees for Competitive Advantage	Chapter 1 Discussion Forum	
	Organizational Demands and Environmental Influences	Chapter 2 Discussion Forum	
	Regulatory Issues	Chapter 3 Discussion Forum	
<b>Week2</b>	Job Design and Job Analysis	Chapter 4 Discussion Forum	
	Workforce Planning	Chapter 5 Discussion Forum	<b>Exam 1</b> (Chapters 1-5) Note: The exam consists of multiple-choice questions that cover the required readings and instructional material.
	Recruitment	Chapter 6 Discussion Forum	
	Selection	Chapter 7 Discussion Forum	
<b>Week3</b>	Learning and Development	Chapter 8 Discussion Forum	
	Performance Management	Chapter 9 Discussion Forum	<b>Exam 2</b> (Chapters 6-9) Note: The exam consists of multiple-choice questions that cover the required readings and



instructional  
material.

	Compensating Employees	Chapter 10 Discussion Forum
	Incentives and Rewards	Chapter 11 Discussion Forum
<b>Week4</b>	Employee Benefits and Safety Programs	Chapter 12 Discussion Forum
	Labor Unions and Employee Management	Chapter 13 Discussion Forum
	Creating High Performing HR Systems	Chapter 14 Discussion Forum Final Exam

**Final Exam**  
(Chapters 10-14)  
Note: The exam consists of multiple-choice questions that cover the required readings and instructional material.