

The University of Texas at Tyler  
College of Arts and Sciences  
Public Administration Seminar in Human Resources Management

**Syllabus**

Course: PADM 5350  
Title: Human Resources Management  
Section: 060 ONLINE  
Semester: Fall Semester 2025  
August 25- December 13

Instructor: Rosemary Cooper, Ph.D.  
Other Availability: By appointment  
Class Time: N/A  
Email: [rcooper@uttyler.edu](mailto:rcooper@uttyler.edu)

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**Course Content:**

This course is designed to provide students an understanding of Human Resource Management (HRM) applicable to city and state government entities. Emphasis will be placed on the environment, employment dynamics, development, compensation issues, labor management accommodations, and employee assistance programs in contemporary HRM environments.

**Required Textbooks:**

*Managing Human Resources (2019). Casio, Wayne F. (12<sup>th</sup> Ed.). McGraw Hill Publishing.*  
ISBN 978-1-2606-8135-2

**This textbook is available for FREE at the following link.**

<https://ebookcentral.proquest.com/lib/uttyler/detail.action?docID=6451317>

*APA 7 Online Manual*

**This textbook is available for FREE at the following link.**

[APA 7 Online Manual](#)

**Course Learning Objectives:**

These are the objectives for this course:

- ❖ Understand the nature of human resources management.
- ❖ Demonstrate an understanding of the examination of the strategic value and competitive advantage of HRM within a dynamic business environment.
- ❖ Demonstrate an understanding of the comparisons and contrasts of differing policies and practices.
- ❖ Demonstrate an understanding of how to gather and analyze data that allows for appraisal of current HRM practices, and make recommendations for improvement.
- ❖ Demonstrate an understanding that all managers are responsible for HRM and accountable to their organizations and employees.

## Welcome

Welcome to PADM 5350.060 Human Resources Management. I am your instructor, Dr. Rosemary Cooper, and I look forward to meeting you in our virtual classroom. This course is designed to help students with various backgrounds understand the nature and practice of human resource management.

This course is developed in a modular format to assist you in organizing your time and efforts. Each module will describe a particular aspect of human resource management and will provide resources for further studies. Each module will specify required reading, writing, and discussion requirements.

Before you go to the first Module, please first read through each section of the syllabus carefully. If you have any questions, please email me directly at [rcooper@uttyler.edu](mailto:rcooper@uttyler.edu).

**Please send your email from your Patriot email and put "PADM 5350.060" in your email's subject line.**

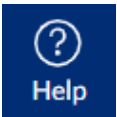
It is your responsibility to regularly check your patriot email account.

## Student Expectations

Students are expected to prepare for each module by reading the assigned chapter materials and completing discussion board posts and assignments. Each student should expect to demonstrate understanding of terminology and course concepts by asking and answering questions during discussion board opportunities.

Students will utilize the Canvas Online Learning Management System to complete this course. Canvas contains relevant information for this course including the syllabus, discussion boards and individual student grades (secure for each student). The expectation is that each student will check this information multiple times a week. Additional necessary material may be made available through Canvas as the course progresses. More information about Canvas including tutorials and information about the Canvas app can be found at <https://www.uttyler.edu/canvas/>.

This online course requires that each student has a reliable computer and internet connection. If technical problems arise with the use of Canvas, please contact Support by clicking on the Help icon inside of your Canvas account.



When you contact Canvas Support, be sure to include a complete description of your problem or question including:

- \* The title and number of the course
- \* The page in question
- \* If you get an error message, a description and message number

What you were doing at the time you got the error message

You can also search the Canvas Student Guide for useful information on using Canvas at <https://community.canvaslms.com/docs/DOC-10701>

If you are experiencing login/password problems or need support for other technical issues, contact Campus Computing Services by phone at 903-565-5555 or by email at [itsupport@uttyler.edu](mailto:itsupport@uttyler.edu).

## The Virtual Classroom

A key benefit of the “cyber classroom” is that participants can come to class at their convenience. Asynchronous communication allows each of us to post questions and comments and to respond at times of our choosing. My lecture material for each module will be brief; for this course, I am primarily a facilitator to facilitate your learning.

If this is your first time to take a Canvas-based online course, you will find it dramatically different from your previous experiences. There is no face-to-face contact with your instructor and fellow participants. You may feel confused and anxious because you can't ask questions and receive immediate feedback.

Relax! You are not alone, and any anxiety you feel will go away as you become familiar with this virtual learning environment. Normally students will get used to Canvas in one or two weeks. You may even begin to like this environment with the high flexibility that you have in managing your time and learning pace.

I want to stress to both the experienced and inexperienced online course participants that the key to successful completion of this online course, or any online course, is organization. This syllabus outlines details of my expectations of you as participants, including required textbooks, grading policies, assignments, and projects, and a schedule of readings and assignment/project due dates. This is not a self-paced course. Deadlines exist because the course is offered to help you complete the course successfully in a timely manner.

## Course Requirements

### Course Requirements and Students Evaluation

Students are expected to take responsibility for their own learning, active online participation, asking questions and presenting information related to performance consulting. The following specific learning activities are designed as part of the curriculum. Students will be evaluated on the basis of the quantity, quality and timeliness of their efforts.

### Grading Policy and Criteria to Determine Final Course Grade:

A-F system will be used to determine final grades for the course. Each student can receive a total of 100% distributed as follows:

Introduce Yourself	20
Research Paper Topic	100
Discussion Board	140 (10 points each)
CliftonStrengths Assessment Results – Name It! Claim It! Aim It!	100
Research Paper DRAFT	60
Research Paper Infographic	100
Case Studies (2)	100 (50 points each)
Research Paper	150
<b>Total</b>	<b>770</b>

The final grade in this course will be determined by using the following scale:

90%	-	100%	A
80%	-	89%	B
70%	-	79%	C
60%	-	69%	D
Less than		60%	F

**VERY IMPORTANT NOTES:**

- **NO LATE WORK will be accepted unless you have a medical excuse from a doctor or are on official university business.**
- Please have someone check your assignments for grammar and content before they are submitted.
- Save any individual assignments with your name and assignment title. Example- “Rosemary Cooper Assignment Name”. There is a penalty for not following this format.
- **Points will be deducted if page minimums are not met. Please do not try to extend page lengths with large gaps between headings or larger than normal margins.**
- Make sure to cite your sources correctly using proper APA formatting. For more information regarding APA format, you can visit the UT Tyler Writing Center at <http://www.uttyler.edu/writingcenter/onlineresourcesforwriting.php>. You may also contact the Writing Center at 903.565.5995, by email at [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu) or in person in CAS 202.
- Unicheck will be used to review all assignments submitted in Canvas to confirm originality.
- **The course schedule is subject to change.**

**AI Usage In This Course**

For this course, AI is permitted only for specific assignments or situations, and appropriate acknowledgment is required.

In this course, you may use the AI tool, Microsoft Copilot, to inform and explore Discussion Board topics. Microsoft Copilot provides sources for AI generated content. All AI generated content sources must be cited in your Discussion Board posts.

Using AI tools outside of these parameters violates UT Tyler’s Honor Code, constitutes plagiarism, and will be treated as such.

**PADM 5350.060 Human Resources Management Tentative Schedule**

<b>Date</b>	<b>Topic</b>	<b>Reading Assignment/To Do</b>	<b>Assignment Due Dates</b>
8/25-8/31	Review Syllabus & General Course Information  Module 1	Chapter 1 HR in a Globally Competitive Business Environment <i>Cascio</i>  Lecture Notes Chapter 1  Understanding Human Resource Management  How to Select a Research Topic	Introduce Yourself Due- 8/31  Module 1 Discussion HR Trends Initial Post: 8/27 Response Post: 8/31
9/1-9/7	Module 2	Chapter 2 HR Technology <i>Cascio</i>  Lecture Notes Chapter 2  Research Tips with UT Tyler Librarian, Haley Gallagher	Module 2 Discussion AI and the Future of Work Initial Post: 9/3 Response Post: 9/7  Research Paper Topic Due- 9/7
9/8-9/14	Module 3	Chapter 3 People Analytics: The Financial Impact of HRM Activities <i>Cascio</i>  Lecture Notes Chapter 3  CliftonStrengths Assessment  Meet with Career Success Coach/Request CliftonStrengths Assssment	Module 3 Discussion HR Analytics vs. People Analytics Initial Post: 9/10 Response Post: 9/14
9/15-9/21	Module 4	Chapter 4 The Legal Context of Employment Decisions <i>Cascio</i>  Lecture Notes Chapter 4	Module 4 Discussion Equal Employment Opportunity Initial Post: 9/17 Response Post: 9/21  Case Study 4-1 Second-Chance Employment Due- 9/21

9/22-9/28	Module 5	<p>Chapter 5 Diversity and Inclusion <i>Cascio</i></p> <p>Lecture Notes Chapter 5</p>	<p>Module 5 Discussion Diversity, Equity and Inclusion Initial Post: 9/24 Response Post: 9/28</p>
9/29-10/5	Module 6	<p>Chapter 6 Planning for People <i>Cascio</i></p> <p>Lecture Notes Chapter 6</p>	<p>Module 6 Discussion Leadership Succession Initial Post: 10/1 Response Post: 10/5</p>
10/6-10/12	Module 7	<p>Chapter 7 Recruiting <i>Cascio</i></p> <p>Lecture Notes Chapter 7</p>	<p>Open Office Hours by Zoom 6:00-7:00 PM 10/07</p> <p>Module 7 Discussion Recruiting Initial Post: 10/8 Response Post: 10/12</p>
10/13-10/19	Module 8	<p>Chapter 8 Staffing <i>Cascio</i></p> <p>Lecture Notes Chapter 8</p>	<p>Module 8 Discussion Company Culture and Staffing Initial Post: 10/15 Response Post: 10/19</p>
10/20-10/26	Module 9	<p>Chapter 9 Training and On-Boarding <i>Cascio</i></p> <p>Lecture Notes Chapter 9</p>	<p>Module 9 Discussion Onboarding Initial Post: 10/22 Response Post: 10/26</p> <p>CliftonStrengths Assessment Results – Name It! Claim It! Aim It! 10/26</p>
10/27-11/02	Module 10	<p>Chapter 10 Performance Management <i>Cascio</i></p> <p>Lecture Notes Chapter 10</p>	<p>Module 10 Discussion Performance Management Initial Post: 10/29 Response Post: 11/02</p> <p>Case Study 9-1 On-boarding and Training Young Leaders at E-Commerce Giant Alibaba Due- 11/02</p>

11/03-11/9	Module 11	Chapter 11 Pay and Incentive Systems <i>Cascio</i>  Lecture Notes Chapters 11	Module 11 Discussion Competency-Based Pay Initial Post: 11/5 Response post: 11/9
11/10-11/16	Module 12	Chapter 12 Indirect Compensation: Employee Benefit Plans <i>Cascio</i>  Lecture Notes Chapter 12	Module 12 Discussion Cost-Containment Strategies Initial Post: 11/12 Response Post: 11/16  Research Paper Draft 11/16
11/17-11/23	Module 13	Chapter 14 Procedural Justice and Ethics in Employee Relations <i>Cascio</i>  Lecture Notes Chapter 14	Module 13 Discussion Whistleblowing Initial Post: 11/19 Response Post: 11/23  Research Paper Infographic Due- 11/23
11/24-11/30	Thanksgiving	None	None
12/1-12/7	Module 14	Chapter 15 Safety, Health and Employee Assistance Programs <i>Cascio</i>  Lecture Notes Chapter 15	Module 14 Discussion Safety, Health and Employee Assistance Programs Initial Post: 12/3 Response post: 12/7
12/8-12/13	Module 15	None	Research Paper Due- 12/8

### **UNIVERSITY POLICIES**

#### **Academic Dishonesty Statement**

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment of the award of a degree, and/or the submission, as one's own work of material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event disciplinary measures are imposed on the student, it becomes part of the students' official school records. Also, please note that the handbook obligates you to report all observed cases of academic dishonesty to the instructor. See: <http://www.uttyler.edu/catalog/12-14/http://www.uttyler.edu/judicialaffairs/scholasticdishonesty.php>

PLEASE NOTE: Academic honesty is expected in all work submitted in the course. Plagiarism and dishonesty will not be tolerated, and learners should be aware that all work is subject to full investigation by instructor including the examination of computer reports for suspicious patterns and the use of plagiarism detection software.

## **Career Success**

### ***Career Success Coach and Handshake***

Are you in need of a brand-new resume, a resume review, a mock or practice interview session or simply the opportunity to discuss career choices and aspirations? If so, please schedule an appointment with:

Career Success Coach, College of Arts and Sciences  
903.565-5862

You will be asked to schedule your appointment via *Handshake*. *Handshake* is a powerful, modern recruiting platform that enables employers to search for and manage relationships with you. You are (5) times more likely to be hired by employers through *Handshake* than any other job board. This innovative platform provides you with advanced tools that are available on all devices, including a mobile app.

## **UNIVERSITY POLICIES**

### **UT Tyler Honor Code**

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

### **Students Rights and Responsibilities**

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www.uttyler.edu/wellness/rightsresponsibilities.php>

### **Artificial Intelligence Statement**

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy. Refer to the AI Usage In This Course section of the General Course Information Module for specific information on appropriate use of AI in this course.



### **Campus Carry**

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

### **Tobacco-Free University**

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors. Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit <http://www.uttyler.edu/tobacco-free>

### **Grade Replacement/Forgiveness and Census Date Policies**

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the **Census Date (September 8th)** of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

### **State-Mandated Course Drop Policy**

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

### **Disability/Accessibility Services**

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the **New Student** application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.

### **Student Absence due to Religious Observance**

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

### **Student Absence for University-Sponsored Events and Activities**

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

### **Social Security and FERPA Statement:**

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

### **Emergency Exits and Evacuation:**

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

### **Student Standards of Academic Conduct**

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

(i) "Cheating" includes, but is not limited to:

- copying from another student's test paper;
- using, during a test, materials not authorized by the person giving the test;
- failure to comply with instructions given by the person administering the test;
- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
- using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
- collaborating with or seeking aid from another student during a test or other assignment without authority;
- discussing the contents of an examination with another student who will take the examination;
- divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
- substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
- paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
- falsifying research data, laboratory reports, and/or other academic work offered for credit;
- taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
- misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.

(ii) "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.

(iii) "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.

(iv) All written work that is submitted will be subject to review by plagiarism software.

**UT Tyler Resources for Students:**

- UT Tyler Writing Center (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu), <http://www.uttyler.edu/writingcenter/>
- UT Tyler Tutoring Center (903.565.5964), [tutoring@uttyler.edu](mailto:tutoring@uttyler.edu), <https://www.uttyler.edu/tutoring/>
- The Mathematics Learning Center, RBN 4021, This is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- UT Tyler Counseling Center (903.566.7254) <https://www.uttyler.edu/counseling/>
- UT Tyler Office of Career Success (903.565.5862), <https://www.uttyler.edu/career-success/>