HUMAN RESOURCE MANAGEMENT
MANA 3320
Soules College of Business, The University of Texas at Tyler

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Office Hours: Tuesday/Thursday 9-2pm and by appointment

Prerequisite: None

Modality: Online

Textbook and Materials:

> ***Human Resource Management: Gaining a Competitive Advantage*** (13th ed.) by Noe, Hollenbeck, Gerhart, and Wright
>
> *Print version: ISBN 10: 978-1-264-18889-5*
>
> *eBook version: ISBN10: 126602400X | ISBN13: 9781266024009*
> Please note that you may rent/purchase the eBook version of this textbook at a lower price at
> https://www.mheducation.com/highered/product/9781266025211.html?cid=ppc%7CHE%7CPDP_Students_Dynamic%7CGoogle%7C&gclid=EAIaIQobChMI8e765YfR-QIVIG1vBB3z4QH6EAAYASAAEgKIwPD_BwE. ***Connect is NOT required*** for this course.

All class material, including lecture slides and other readings will be posted on Canvas. Unless denoted as "optional", these are also required reading like the textbook, and subject to being questioned in discussion boards and on exams.

Course Description and Objectives

This course introduces the fundamentals of Human Resource (HR) Management. As organizations increasingly recognize the vital role HR plays in achieving success, understanding effective HR practices has become essential. Key areas covered include HR planning, recruitment, selection, performance appraisal, compensation, training and development, and

employment relations. We will examine these HR functions through a strategic-fit lens, emphasizing how HR practices align with organizational goals. In addition, the course explores the attributes, characteristics, and competencies that enable HR professionals to serve as strategic partners and change agents. Students will engage with core HR theories, apply practical tools, and tackle real-world HR challenges through interactive learning and problem-solving activities.

The objectives of this course include the following:

- Understand the development of people management
- Understand the strategic role of HR management in organizations and society
- Learn the elements of the HR functions and identify theories and frameworks of successful operation of HR practices
- Gain an understanding of legal, union, and other constraints affecting HR decisions
- Understand how HR decisions contribute to organization's effectiveness and its competitive advantages
- Apply theories and practices learned through this course to real world cases
- Familiarize with ethics in HR decisions and develop an ability to make ethical judgment and decision makings

Methods of Instructions and Requirements

This online course requires students to engage in self-directed learning, meaning you will take the initiative to navigate and complete course materials. Reliable internet access is essential, as you'll need to use electronic devices like a PC, laptop, or tablet with necessary accessories (keyboard, microphone, mouse, speakers, and webcam) to access and interact with course content. It's important to be familiar with Canvas and its tools via your preferred internet browser (e.g., Google Chrome, MS Edge, Safari, or Firefox) is crucial, along with proficiency in using MS Office programs, PDFs, video software, Google Docs, and email for communication and submission of assignments.

Tasks

1. Readings

This course will follow a **Tuesday/Thursday cadence**. Course materials, as well as deadlines for assignments, discussion posts, and exams, will typically fall on Tuesday or Thursday. Each week, students will be assigned readings from the textbook along with accompanying **PowerPoint slides containing instructor's notes**. Additional readings may come from journals, news sources, or other professional materials. While the course is largely self-paced, it is strongly recommended that students complete the assigned readings by the date the corresponding slides are released (as indicated in the course outline) to not fall behind.

2. Videos

Your instructor may provide a lecture video that is 5-8 minutes long for some topics, highlighting the objectives, key concepts, and relevant cases. Additionally, supplementary videos may be provided to support the lectures and discussions.

3. Discussions

Discussion Posts
Throughout the semester, you will participate in **three discussion forums**. For each, you must submit an **original post (300–450 words)** and a **response to at least one peer (100–200 words). The rubric for discussion posts can be found on page 13 of this document.**

- **Original Post**: Share how course topics are relevant to your career/life preparation, or how you have seen these topics applied in the news, workplace, or community. Each post should demonstrate thoughtful reflection and application of course materials (textbook, lectures, assigned media).
- **Response to Peer**: Briefly (100–200 words) respond to a classmate in a way that is respectful, relevant, and contributes to their thinking.

Evaluation

1. Original post (300–450 words) and peer response (100–200 words) = **100 points**
2. Original post only = **80 points**
3. Peer response only = **20 points**
4. No post or response = **0 points**

Policies

- **Word Count Penalties**: Falling short of the minimum word count will result in proportional grade reductions.

- **Timeliness**: Each assignment is due by 11:59pm on the due date. Late submissions will incur a 20-point deduction for each 24-hour period late, up to 5 days (after which no credit is awarded).

Discussions are intended to help you connect HR concepts to **personal experiences and everyday contexts**, and to demonstrate understanding of the material through applied reflection.

4. Assignments

In addition to exams and participation, students will complete **three major assignments** throughout the semester. These assignments are designed to apply key concepts from the textbook (*Noe et al., Human Resource Management: Gaining a Competitive Advantage, 13th ed.*) to real-world organizational contexts. Each assignment emphasizes critical thinking, practical application, and clear communication.

The three major assignments for this course are the *Job Analysis Project*, the *Compensation & Benefits Analysis*, and the *HR Analytics & Case Application*.

More detailed information regarding the semester assignments, including grading rubrics and specific expectations, will be provided as the course progresses.

All assignments must be submitted via Canvas by 11:59pm on the due date. Late submissions will incur a 20-point deduction for each 24-hour period late, up to 5 days (after which no credit is awarded).

5. Exams

Exams

This course includes **two required timed exams** and an **optional cumulative final exam**. The optional final, taken during exam week, can replace your lowest exam score. Exams will assess content from **lectures, the textbook, and supplementary materials**.

Exam Information:

1. **Exam 1 and Exam 2**
   o Format: Non-cumulative, closed-book
   o Questions: 60 multiple-choice and true/false
   o Points: 125 each
   o Time: 75 minutes (exam automatically closes when time expires)
2. **Exam Environment**
   o Administered through Canvas Quizzes
   o Closed-book: students may not use notes, slides, or texts
   o No assistance from others permitted
3. **Optional Exam 3 (Final)**

- o Format: Cumulative, includes all course material plus additional topics from the final unit (e.g., HR Analytics, Evidence-Based HR, Communicating Evidence)
- o Questions: 150 multiple-choice and true/false
- o Points: 125
- o Purpose: Designed to replace your lowest exam score. It can only improve your overall grade and will never reduce it.

* The exam will be virtually proctored by a proctoring program, *Respondous*, which requires the use of *LockDown Browser* and a *webcam*. Please read the instructions below carefully and thoroughly.

LockDown Browser + Webcam Requirement for *Respondous proctoring*

This course requires the use of LockDown Browser and a webcam for online exams. The webcam can be the type that's built into your computer or one that plugs in with a USB cable.

Watch this brief video to get a basic understanding of LockDown Browser and the webcam feature.

https://www.respondus.com/products/lockdown-browser/student-movie.shtml **Download**

Instructions

- Select a quiz from the course
- If you have not already installed LockDown Browser, select the link to download the application and follow the installation instructions
- Return to the quiz page in a standard browser
- LockDown Browser will launch and the quiz will begin

Note: LockDown Browser only needs to be installed once per computer or device. It will start automatically from that point forward when a test requires it.

Guidelines
When taking an online exam, follow these guidelines:

- Select a location where you are comfortable having a video recording taken of yourself and your workspace environment. This area should be free of distractions and interruptions.
- Turn off all other devices (e.g. tablets, phones, second computers) and place them outside of your reach
- Before starting the test, know how much time is available for it, and also that you've allotted sufficient time to complete it
- Clear your desk or workspace of all external materials not permitted - books, papers, other devices
- Remain at your computer for the duration of the test
- If the computer, Wi-Fi, or location is different than what was used previously with the "Webcam Check" and "System & Network Check" in LockDown Browser, run the checks again prior to the exam
- To produce a good webcam video, do the following:
  - o Avoid wearing baseball caps or hats with brims
  - o Ensure your computer or device is on a firm surface (a desk or table). Do NOT have the computer on your lap, a bed, or other surface where the device (or you) are likely to move
  - o If using a built-in webcam, avoid readjusting the tilt of the screen after the webcam setup is complete
  - o Take the exam in a well-lit room, but avoid backlighting (such as sitting with your back to a window)

- Remember that LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted

Getting Help

Several resources are available if you encounter problems with LockDown Browser:

- The Windows and Mac versions of LockDown Browser have a "Help Center" button located on the toolbar. Use the "System & Network Check" to troubleshoot issues. If an exam requires you to use a webcam, also run the "Webcam Check" from this area
- 24/7/365 Live Chat Support is also available from the Help Center, or from within the "it's not working" troubleshooter.
- Respondus has a Knowledge Base available from support.respondus.com. Select "LockDown Browser & Respondus Monitor" as the product to view helpful articles.
- If you're still unable to resolve a technical issue with LockDown Browser, go to support.respondus.com and select "Submit a Ticket". Provide detailed information about your problem and what steps you took to resolve it

To ensure the smooth use of the virtual proctoring system, students will complete **a presemester quiz during the first week of the semester** that requires the use of LockDown Browser and a webcam. Students are responsible for installing the necessary software and ensuring they have a functioning webcam by the start of the first week.

5. Online Attendance Policy & Participation Expectations

This course is offered in an asynchronous format to accommodate students' needs and schedules. To gain the most from this course, students are expected to put forth meaningful effort and commit a certain amount of time. Course engagement counts as attendance**.** You must log in to Canvas at least once daily and participate actively in lectures, readings, discussions, and all required activities. Spend <u>at least 9 hours per week</u> on the Canvas course pages.

Grades

Graded Assignments

Component	Points
Discussions	100
Assignments	150
Exam 1	125
Exam 2	125
Total	**500**

Grading Scale

- **A:** 90% and above
- **B:** 80% – 89.99%
- **C:** 70% – 79.99%
- **D:** 60% – 69.99%
- **F:** Below 60%

Extra Credit

Extra credit may be offered in the course, but this will be revisited later during the semester following the review of class averages.

Course Policies

1. Absences

Students may excuse their absence (not participating in class assignments on time) if the absence was due to an excused reason. The excused situations include university approved events or activities, religious holidays/observance, active military service, jury duty, and injury, illness, death, or major illness in a student's immediate family. Students will need to inform the instructor via email as soon as the situation occurs. A copy of proof of eligible will be needed. If your absence makes you miss an exam, it must be rescheduled for the time and date that falls within a reasonable range.

2. Late work

In order to receive full credit, assignments must be submitted by the due date and time specified. **For each 24-hour period an assignment is late, 20% will be deducted from your score. Therefore, after an assignment is 4 calendar days late it cannot be submitted for any credit**.

2. Make Up Procedures

If you must miss an assignment, make every effort to contact me before the due date. Failure to do so may result in a zero for that assignment. Make-ups, if permitted, must be completed within a week of the scheduled due date. If you miss an exam, the format of the make-up exam— whether multiple-choice, short answer, or essay—will be at my discretion, if a make-up is allowed.

4. Copyright

All course materials are reserved only for the use of students enrolled in the course and only for educational purposes. Your instructor and the UT Tyler hold copyright in the materials they create. Therefore, students are not allowed to reproduce, distribute, or publicly post their Course Materials without express instructor permission from the instructor.

5. AI policy

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 (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy.

AI may be used only in designated assignments or situations, and any use must be properly acknowledged. <u>AI tools are not permitted for examinations.</u>

You may use AI to **polish** your discussion posts and assignments—for example, to check grammar, syntax, clarity, and flow. However, AI should **not** be used to generate answers or compose responses on your behalf. The difference between polished original work and AI-generated writing is typically evident. Submitting AI-generated responses for discussions or assignments constitutes a **violation of academic integrity**.

UNIT 1: FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT				
Week	**Date**	**Topic**	**Modules**	**Assignments/Exams**
1	8/26	Introduction to HRM & Course Overview	Ch. 1	
2	8/28	Strategic Human Resource Management	Ch. 2	
	9/2	Legal Compliance (EEO and Safety)	Ch. 3	
3	9/4	The Analysis and Design of Work	Ch. 4	
	9/9	Human Resource Planning	Ch. 5	**Discussion Post 1 due by 11:59pm**
4	9/11	Recruiting	Ch. 6	
	9/16	Selection & Placement	Ch. 7	**Assignment 1 – Job Analysis due by 11:59pm**
5	9/18	Training	Ch. 8	
	9/23	Employee Development	Ch. 9	
6	9/25	Performance Management	Ch. 10	
	9/30	Review (Chapters 1-10)		
7	10/2	Exam 1 (Chapters 1-10)		**Exam 1 (online, timed)**
UNIT 2: COMPENSATION, BENEFITS, AND EMPLOYEE RELATIONS				
Week	**Date**	**Topic**	**Modules**	**Assignments/Exams**

Week	Date	Topic	Modules	Assignments/Exams
8	10/7	Employee Separation & Retention	Ch. 11	
	10/9	Establishing Pay Structure	Ch. 12	**Discussion Post 2 Due by 11:59pm**
9	10/14	Recognizing Employee Contributions (Incentives)	Ch. 13	
	10/16	Employee Benefits	Ch. 14	
10	10/21	Collective Bargaining & Labor Relations		**Assignment 2 – Compensation & Benefits Analysis due by 11:59pm**
	10/23	No Class – Fall Break		
11	10/28	Managing Employee Rights & Discipline	Ch. 16	
	10/30	International HRM	Ch. 17	
12	11/4	Creating and Maintaining High-Performance Work Systems	Ch. 18	**Discussion Post 3 Due by 11:59pm**
	11/6	Review Ch. 11-18	11-18	
	11/11	**Exam 2 (Ch. 11-18)**	11-18	**Exam 2 (online, timed)**

UNIT 3: SYNTHESIS AND APPLICATION				
Week	**Date**	**Topic**	**Modules**	**Assignments/Exams**

13	11/13	HR Analytics		
	11/18	Evidence-Based HR		
14	11/20	Communicating Evidence		
	11/25	Building Capacity for Evidence-Based Management in HR		**Assignment 3 – HR Analytics & Case Application due by 11:59pm**
15	**11/27**	**Thanksgiving Break**		
	12/2	Course Wrap-Up/Applied Review		
16	12/4	**Flex Day (Potential Workshop)**		
	12/9	**Final Exam Review**		

OPTIONAL EXAM 3				
Week	Date	Topic	Modules	Assignments/Exams
16-17	12/11 – 12/15	**Cumulative (Full Course)**	**1-18**	• **EXAM 3 – Available online 12/11 (11am) to 12/15 (11:59pm)**

COURSE OUTLINE

*Note. The above outline is <u>tentative</u>, any changes will be announced.

Undergraduate Discussion Post Rubric (100 points total)

Main Post (70 points total)

- **Content & Reflection (30 pts)**
  - Exceptional: Thoughtful reflection; connects course concepts to personal experience, news, or community; clear and relevant insights (27–30).
  - Proficient: Addresses the prompt with some reflection; ideas are somewhat developed (24–26).
  - Developing: Basic response, descriptive, or lacks depth (21–23).
  - Minimal: Very limited, off-topic, or superficial (0–20).
- **Use of Course Material (20 pts)**
  - Exceptional: Effectively incorporates course concepts from the **textbook, lectures, or media** (18–20).
  - Proficient: Mentions course concepts but not fully applied (15–17).
  - Developing: Limited reference to course material (12–14).
  - Minimal: No course material referenced (0–11).
- **Application to Career/Life (20 pts)**
  - Exceptional: Provides clear examples of how HR concepts apply to personal goals, workplace, or community issues (18–20).
  - Proficient: Some application but general or vague (15–17).
  - Developing: Weak or surface-level application (12–14).
  - Minimal: No application (0–11).

Peer Response (20 points total)

- **One Response Required (100–200 words)**
  - Exceptional: Meaningfully engages with peer's post, adds perspective, respectful tone (18–20).
  - Proficient: Responds clearly but lacks depth or extension (15–17).
  - Developing: Basic or mostly affirmational ("I agree…") (12–14).
  - Minimal: Inadequate or missing response (0–11).

Writing & Professionalism (10 points total)

- Exceptional: Clear, organized, appropriate tone, few errors (9–10).
- Proficient: Mostly clear, minor grammar/structure issues (7–8).
- Developing: Some clarity/grammar issues, limited organization (5–6).
- Minimal: Difficult to follow, poor grammar, unprofessional tone (0–4).