



Healthcare Human Resources Management

HPEM 5350 | Credit Hours: 3

Semester: Spring | Year: 2026

Class Days/Times: Online | Class Location: Online - Canvas

Course Description:

This course focuses on functions and concepts required for managing human resources in the healthcare organization. It combines traditional human resource management (HRM) functions with concepts from organizational behavior. Course content includes selection, training and development, compensation, performance appraisal, motivation, organizational development, union activities and modes of conflict resolution.

Prerequisite: None.

Co-requisite: None.

Student Learning Outcomes (SLO or “course objective”):

By the end of this course, students will be able to:

- 1 Demonstrate a thorough understanding of the Human Resources Management functions in the healthcare environment. (Leadership)
- 2 Analyze how employment laws affect the Human Resources Management function and the line manager's role in compliance with those laws. (Law and Ethics)
- 3 Describe how compensation and benefit systems are developed and aligned to health care organizations. (Measurement and Analysis)
- 4 Discuss effective recruiting techniques, selection criteria and retention techniques are used in successful healthcare organizations. (Leadership)
- 5 Explain how the strategic role of Human Resources impacts successful organizations in the healthcare environment and how to integrate the line manager's role dealing with internal and external stakeholders. (Communication)

Textbook(s):

Fried, B.J., and Sampson, C.J. Editors. (2021). *Human Resources in Healthcare* (5th ed.). Health Administration Press. Chicago. **ISBN:** 978-1-64055-245-6

Instructional Methods

Readings

Students are expected to complete all weekly assigned readings. Beyond the assigned readings, students will be required to use various sources of information (e.g., print and online books, newspapers, peer-reviewed journal articles, relevant professional organization's websites, government websites and legal documents) in order to address the topics covered each week. This will provide students with a broader context of the concepts and principles presented in the course and allows for more meaningful dialogue in the online discussions. Students will be asked to share their findings with the class and use the assigned readings as references in their submitted assignments which may include discussion board postings, presentations and research papers.

Module PowerPoint Slides

PowerPoint slides will be provided to provide guidance on the material that students should pay closer attention to.

Multi-media Resources

Videos, podcasts and websites will be assigned for review to provide the most current and relevant sources of information from the field.

Course Assessment/Methods of Evaluation

The assessments and methods of evaluation for this course are described in detail below:

Assessment/Evaluation	Description
Leadership / HR Manager Interview Report	Students will interview a manager to discuss top HR issues and produce a written report analyzing the challenges and proposing solutions.
Human Resources Research Paper	Students will write an in-depth research paper on the current human resources issue in healthcare, including analysis, background data, and strategic recommendations.
Weekly Engagement	Engagement includes module quizzes to assess understanding of key concepts and participation in online discussions and activities.

Assessment/Evaluation	Description
Final Exam	A comprehensive, closed-book final exam will assess the student's overall understanding of the course material, administered using ProctorU.

Grading rubrics for all assessments will be provided in Canvas. Please read them carefully.

Assignments and Points

The course assignments and points are listed in the table below:

Assignments	% Final Grade
Human Resources Research Paper	40%
Final Exam	30%
Leadership / HR Manager Interview Report	15%
Module Quizzes	10%
Online Participation	5%
Total	100%

Grade Calculation Policy

Grades are recorded in the online grade book for all discussion participation and assignments. Grades are awarded as points which are then converted to a percentage of total points earned. Grades on any individual item and the final grade earned are subject to rounding up. For example, at the end of the course when all grades are totaled and the final grade percentage is an 89.9%, the final course grade would be an A.

Technology Requirements:

- Access to the Internet, Acceptable Browsers: Access to a computer with a reliable high-speed Internet connection (cable, DSL, cellular, satellite) is necessary.

- We have learned that Canvas works better with Google Chrome and Firefox than with Internet Explorer. If Internet Explorer is currently your only browser, you may want to install Chrome and/or Firefox. (Internet Explorer 11 and Edge, Chrome 46 or 47, Safari 8 or 9, Firefox 42 or 43)
- Operating System Requirements Best choices: Windows 7, Windows 8.1, Windows 10, Mac OS X 10.6 (Snow Leopard) and higher
- Access to Microsoft Office 2007 or above, or Microsoft Office 365

Course Policies

Attendance

Students are encouraged to attend virtual online synchronous sessions. Final Grade credit is given for Attendance.

Participation

Online Participation: This is an on-line course, and instructors will utilize Canvas for class learning. Students are expected to log into Canvas regularly to access course information, complete all module materials, required assignments, and actively participate in discussion posts. Final Grade credit is given for Attendance / Participation.

Late Submissions – Assignments and Discussion Posts

For each day the assignment is late, 5% will be deducted from the total score. Late assignments will not be accepted after 5 days. No assignments will be accepted after Module 13, Friday, April 17 at 5pm. The instructor has the discretion to alter this policy in the event of an emergency or illness if the student notifies the instructor in a timely manner. In this event, documentation may be required.

Academic Honesty

Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is 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.

Cheating

Dishonesty of any kind involving examinations, assignments, alteration of records, wrongful possession of examinations, and unpermitted submission of duplicate papers for multiple classes or unauthorized use of keys to examinations is considered cheating. Cheating includes but is not limited to:

- Using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class.
- Falsifying or inventing any information, including citations, on an assigned exercise.
- Helping or attempting to help another in an act of cheating or plagiarism.

Plagiarism

Plagiarism presents the words or ideas of another person as if they were your own. Materials, even ideas, borrowed from others necessitate full and complete acknowledgment of the original authors. Offering the work of another as one's own is plagiarism and is unacceptable in the academic community. A lack of adequate recognition constitutes plagiarism, whether it utilizes a few sentences, whole paragraphs, articles, books, audio-visual materials, the writing of a fellow student or the utilization of artificial intelligence to produce academic work. In addition, the presentation of material gathered, assembled or formatted by others as one's own is also plagiarism. Because the university takes such misconduct very seriously, the student is urged to carefully read university policies on Misconduct in Research and Other Scholarly Activity 05.00.

Adding/Dropping

The official deadline for adding and dropping courses is as published in the academic calendar and Graduate Bulletin (typically the day before Census Day). However, students are strongly encouraged to meet with their graduate advisor or the Program Coordinator prior to adding/dropping courses. Movement into and out of classes after the 4th class day requires approval of the Program Director. Students can drop until mid-semester without a WP or WF. Drops after mid-semester require approval of the Dean. Each student is responsible for their own enrollment status with the university.

Disability Accommodations

UTHSCT abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, which mandate reasonable accommodations be provided for students with documented disabilities. If you have a disability and may require some type of instructional and/or examination accommodations, please contact me early in the semester so that I can provide or facilitate provision of accommodations you may need. If you have not already done so, you will need to register with the Student Services Office (located on the UT Tyler Campus). You may call 903-566-7079 for more information.

AI Use

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.

Students can use AI platforms to help prepare for assignments and projects. You can use AI tools to revise and edit your work (e.g., identify flaws in reasoning, spot confusing or underdeveloped paragraphs, or correct citations). When submitting work, students must identify any writing, text, or media generated by AI. In this course, sections of assignments generated by AI should appear in a different colored font, and the relationship between those sections and student contributions should be discussed in a cover letter that accompanies the assignment when submitted.

The instructor retains the right to modify this syllabus.

Course Calendar

Module	Date	Topic / Assignments	Chapter
1	1/12	Course Introduction and Overview- Strategic Human Resources Management <ul style="list-style-type: none">• DO: Zoom Call 1 - Monday, 1/12 @ 6pm – 7:30pm• DO: Module 1 Quiz• DO: Start Thinking about Two Written Assignments!!!	1
2	1/19	MLK Holiday - No Class Monday 1/19 Employment Law, Employee Relations, and Healthcare <ul style="list-style-type: none">• DO: Module 2 Quiz• DO: Discussion Post 1• HR Research Paper topic approved by Instructor by Friday, Jan 23 @ 5pm	2

Module	Date	Topic / Assignments	Chapter
3	1/26	Healthcare Professionals- Credentialing of Healthcare Providers	3 / 4
		• DO: Module 3 Quiz	
4	2/2	Diversity, Inclusion and Belonging	5
		• DO: Submit HR Manager Interview Report	
		• DO: Module 4 Quiz	
		• DO: Discussion Post 2	
5	2/9	Job Analysis and Design- Recruitment and Selection	6 / 7
		• DO: Module 5 Quiz	
6	2/16	Retention	8
		• DO: Mid-Term Course Feedback Survey	
		• DO: Module 6 Quiz	
		• DO: Discussion Post 3	
7	2/23	Performance Management	9
		• DO: Module 7 Quiz	
		• DO: Sample Work Improvement Plan	
8	3/2	Compensation Practices, Planning and Challenges	10
		• DO: Discussion Post Course Feedback Survey	

Module	Date	Topic / Assignments	Chapter
		<ul style="list-style-type: none"> • DO: Optional Zoom Call 2 - Monday, 3/2 @ 12pm – 1pm 	
		<ul style="list-style-type: none"> • DO: Module 8 Quiz 	
3/9- 3/13		Spring Break – Enjoy – No Class	
9	3/16	Employee Benefits	11
		<ul style="list-style-type: none"> • DO: Discussion Post 4 	
		<ul style="list-style-type: none"> • DO: Module 9 Quiz 	
10	3/23	Managing with Organized Labor	12
		<ul style="list-style-type: none"> • DO: Module 10 Quiz 	
11	3/30	Workforce Planning in a Rapidly Changing Healthcare System	13
		<ul style="list-style-type: none"> • DO: Work on Research Project 	
		<ul style="list-style-type: none"> • DO: Module 11 Quiz 	
		<ul style="list-style-type: none"> • Last Day to Withdraw from Course: March 30 	
12	4/6	The Nursing Workforce in Healthcare Organizations	14
		<ul style="list-style-type: none"> • DO: Module 12 Quiz 	
13	4/13	Human Resources Management Practices for Quality and Patient Safety	15
		<ul style="list-style-type: none"> • DO: Zoom Call 3 – Monday, 4/13 @ 12pm – 1pm 	
		<ul style="list-style-type: none"> • DO: Module 13 Quiz 	

Module	Date	Topic / Assignments	Chapter
		• DO: Submit HR Research Project	
14	4/20	Burnout, Wellbeing, and Workplace Vitality	16
		• DO: Study for the Final	
		• DO: Discussion Post 5	
		• DO: Module 14 Quiz	
15	4/27	Final Exam Week	
		• DO: Final Exam – Monday, April 27, 6pm – 7:30pm	
	5/2	End of Semester Saturday, May 2	