



SYLLABUS – SUMMER 2026

COURSE NUMBER	EMBA/MANA 5350
COURSE TITLE	Strategic Human Resources Management
INSTRUCTOR	Dr. Jessica A. McCann
EMAIL	Jessicamccann@uttyler.edu
PHONE	XXX-XXX-XXXX
OFFICE HOURS	By Appointment

I. COURSE OVERVIEW

This course is an advanced study of contemporary SHRM practices and issues. Emphasis is on HR strategies and implementation tactics that reinforce healthcare organizations' culture, operations, business strategy, and innovation. The interrelationships between HR practices, organizational structures, and strategic management are explored. The course considers the role and influence of healthcare leadership generally, not only those in HR executive roles.

II. REQUIRED TEXT

- Sampson, J. C., & Fried, B. J. (Eds.) (2021). *Human Resources in Healthcare: Managing for Success*. 5th edition. Chicago, IL: Heath Administration Press.
- Articles/videos and other supplemental resources will be posted online during the semester.

III. STUDENT LEARNING OUTCOMES

- Articulate the strategic value and competitive advantage of SHRM in the business environment;
- Develop an understanding and ownership of the impact all managers and leaders have on the organization in terms of its SHRM activities and leading employees ethically and effectively;
- Learn and apply SHRM theories and practices relevant to all phases of the employee lifecycle;
- Practice creating and/or revising SHRM initiatives in healthcare organizations through applied practice

IV. SOULES COLLEGE OF BUSINESS MISSION/CORE VALUES

Mission

The Soules College of Business pursues excellence in business education by engaging our learners, faculty, industry, and community members. We cultivate and deliver innovative undergraduate and graduate programs to foster the success of our learners and stimulate impactful faculty research. We prepare the next generation of leaders and professionals to pursue career opportunities in East Texas and beyond.



V. GRADING POLICY

Point Distribution	
Experiential Exercises	120
Case Studies/Simulations	120
Improving SHRM Functions	200
Engaged and insightful class participation	60

Final Grades		
A	=	450 +
B	=	400-449
C	=	350-399
D	=	300-349
F	=	<299

I. ATTENDANCE POLICY

The Executive MBA Healthcare Management program is a face-to-face weekend cohort model. It is expected that executive students are present face-to-face on the outlined weekends. In some cases, extenuating circumstances may warrant special accommodations to be made between the student and faculty member. Students are expected to contact and receive prior approval from the faculty member.

With prior approval, accommodation may be arranged for a student to attend class via Zoom in the circumstance that they are not able to attend face-to-face. In this event, the student is expected to be prepared to contribute and engage in the class as usual, and the instructor will not disrupt or detract from the face-to-face dynamic of the classroom to make such an accommodation.

If attending via Zoom is not an acceptable alternative, the student and faculty member may agree upon a substitute assignment to deeply explore the topics covered in the class session.



This class meets on the following dates:

- May 16 10am-4pm
- **May 22 5pm-9pm**
- **May 23 8am-4pm**
- June 6 10am-4pm
- June 27 10am-4pm
- July 11 10am-4pm
- July 18 10am-4pm

II. CONTENT

The use of Grammarly or another proofreading software is highly recommended. The articulation and presentation of oral and written interactions constitute the expectation of a master's level student.

III. ASSIGNMENTS:

Experiential Exercises: This course includes hands-on assignments where students apply SHRM concepts to real workplace scenarios, such as improving job descriptions or diagnosing talent challenges. Deliverables may include revised documents, brief action plans, or executive summaries tied to their professional context.

Experiential Exercises Rubric

Criteria	Mastered Concept	Meets Expectations	Needs Improvement	Doesn't Meet Standards
Analysis & Reflection Demonstration of organization of ideas, critical thinking and executive decision-making abilities. Evidence of weighing competing priorities or information and re-examining initial, reactive thinking.				
Support and Content Proficient use of the in-class materials and other additional resources to provide support for the arguments made/positions taken.				
Conclusion A clear and definitive position is taken with supporting evidence. Logical connection between argument and the final conclusion.				



Grammar & Style Appropriate grammar is utilized. Logical flow to argument is present. Appropriate citation (APA).				
Overall Delivery Well-formed discussion and content with relevant information presented.				

Case Studies/Simulations: This course incorporates dynamic simulations and case discussions where students assume leadership roles and make decisions under pressure. Each activity is followed by a 1-page reflection capturing key learnings, decision-making insights, and implications for their leadership practice.

Case Study Rubric

Criteria	Mastered Concept	Meets Expectations	Needs Improvement	Doesn't Meet Standards
Analysis & Reflection Demonstration of organization of ideas, critical thinking and executive decision-making abilities. Evidence of weighing competing priorities or information and re-examining initial, reactive thinking.				
Support and Content Proficient use of the in-class materials and other additional resources to provide support for the arguments made/positions taken.				
Conclusion A clear and definitive position is taken on the case with supporting evidence. Logical connection between argument and the final conclusion.				



Grammar & Style Appropriate grammar is utilized. Logical flow to argument is present. Appropriate citation (APA).				
Overall Delivery Well-formed discussion and content with relevant information presented.				

Improving SHRM Functions Project + Presentation: Students will analyze a key SHRM practice in their organization and develop a set of clear, actionable recommendations to strengthen performance, culture, or outcomes. The focus is on practical impact—designing solutions that a leader could realistically implement.

Improving SHRM Functions Project + Presentation Rubric:

Criteria	Mastered	Meets Expectations	Needs Improvement	Doesn't Meet Standards
Content Selection of topic and relevant examples selected. Overall application of SHRM concepts presented. A clear and actionable recommendation is presented				
Presentation Flow Suitable introduction and flow throughout the presentation with consistency of ideas between topics				
Time & Tempo Appropriate speed of presentation. Smooth articulation of material				
Source Usage (textbook, articles, etc.) Extracting examples using sources and referencing to real				



life examples that supports mastery of recommendation selected				
Delivery Engaged audience, personal appearance, eye contact, body language, enthusiasm/energy, posture, effective use of visual aids. Overall confidence at the level of a subject matter expert				

IV. MODULES

1	SHRM and Practices in Healthcare	Ch. 1 – Strategic Human Resource Management Ch. 15 – Human Resources Management Practices for Quality and Patient Safety Appendix A – Human Resource Metrics	Case Simulation 1. One-page reflection due in Canvas 5/16 by 11:59 pm CT)
2/3	Finding and Attracting Talent	Ch. 13 – Workforce Planning in a Rapidly Changing Healthcare System Ch. 7 – Recruitment and Selection	Experiential Exercise 1. Job description rewrite due in Canvas 5/23 by 11:59 pm CT)
2/3	The Legal Environment for SHRM Policies and Practices	Ch. 2 – Employment Law, Employee Relations, and Healthcare Ch. 3 – Healthcare Professionals	Case Simulation 2. One-page reflection due in Canvas 5/23 by 11:59 pm CT)



		Ch. 12 – Managing with Organized Labor	
4	Retaining Talent and Enhancing Results	Ch. 8 – Retention Ch. 9 – Performance Management	Experiential Exercise 2. Performance conversation planner due in Canvas 6/6 by 11:59 pm CT)
5	Taking Care of Talent	Ch. 5 – Diversity, Inclusion, and Belonging Ch. 16 – Burnout, Wellbeing, and Workplace Vitality	Case Simulation 3. One-page reflection due in Canvas 6/27 by 11:59 pm CT)
6	Rewarding Talent	Ch. 10 – Compensation Practices, Planning, and Challenges Ch. 11 – Employee Benefits	Experiential Exercise 3. Reward system designs due in Canvas 7/11 by 11:59 pm CT)
7	Ever-Evolving SHRM Practices	Supplemental resources in Canvas	Improving SHRM Functions individual presentations (slides due 7/17 by 11:59 pm CT; presentations in class on 7/18)

V. ONLINE CLASS RESOURCES

- [Grammarly](#) is *highly* recommended to spot common writing mistakes.
- [Purdue Owl](#) offers free APA citation support to ensure that original content is cited correctly.
- [Google Scholar](#) a free search engine for peer-reviewed articles to substantiate academic content
- [UT Tyler Library](#) a free search engine for articles, books, etc.
- [Perrla](#) is a formatting software that helps with APA format and citations.

VI. COHORT WEEKENDS

ACCT 5320 Accounting for Management Control
MANA 5350 Strategic Human Resources Management

Weekend 1: May 15th and 16th 2026

Friday [ACCT 5320]	Saturday [ACCT 5320]	Saturday [MANA 5350]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm



Weekend 2: May 22nd and 23rd 2026

Friday [MANA 5350]	Saturday [MANA 5350]	Saturday [MANA 5350]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm

Weekend 3: June 5th and 6th 2026

Friday [ACCT 5320]	Saturday [ACCT 5320]	Saturday [MANA 5350]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm

Weekend 4: June 12th and 13th 2026

Friday [ACCT 5320]	Saturday [ACCT 5320]	Saturday [ACCT 5320]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm

Weekend 5: June 26th and 27th 2026

Friday [ACCT 5320]	Saturday [ACCT 5320]	Saturday [MANA 5350]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm

Weekend 6: July 10th and 11th 2026

Friday [ACCT 5320]	Saturday [ACCT 5320]	Saturday [MANA 5350]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm

Weekend 7: July 17th and 18th 2026

Friday [ACCT 5320]	Saturday [ACCT 5320]	Saturday [MANA 5350]
5:00pm – 9:00pm	8:00am-10:00am	10:00am-4:00pm

VII. UNIVERSITY POLICIES

[HTTPS://WWW.UTTYLER.EDU/ACADEMIC-AFFAIRS/FILES/SYLLABUS_INFORMATION_2021.PDF](https://www.UTTYLER.EDU/ACADEMIC-AFFAIRS/FILES/SYLLABUS_INFORMATION_2021.PDF)