



TMGT 516.01W & .01B Staff Development in Tech. Orgs.

COURSE SYLLABUS: Spring 2026

INSTRUCTOR INFORMATION

Instructor: Perry Moler Ph.D., Assistant Professor
Office Location: Ag/ET 213A
Office Hours: M,T,W,R, F 9:00am-10:00am or By appointment.
Office Phone: 903-886-5474
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University Email Address: Perry.Moler@etamu.edu
Preferred Form of Communication: Office Hours or Email
Communication Response Time: 48 Hours for Email

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

Textbook(s) Required: Return on Investment in Training and Performance Improvement Programs 2nd Edition. Jack J. Phillips.
ISBN: 978-0-7506-7601-4

Course Description

Study of advanced methods for staff development and management and organization development that apply to contemporary technology-intensive organizations. Includes investigation of techniques for hiring employees including diversity considerations, candidate locating and interviews, employee development, dispute handling, preparation for leadership, ethical practices, and team building. Students will be required to do extensive reading, case study related research, and original writing assignments/projects.

Prerequisite and/or Co-requisite: TMGT 595 (or co-requisite), or permission of Department Head.

Student Learning Outcomes

1. an advanced ability to evaluate and apply effective methods for models and theories for ethical leadership in the technology-intensive organization through readings, study,

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discussion boards, and related written assignments.

2. a working understanding and knowledge of workplace diversity and cultural differences through course readings, study, discussion boards, and related written assignments.
3. a thorough understanding of how to lead effective organizational change and to manage the change process through extensive course readings and research, study, discussions, and written assignments.
4. a thorough understanding of workplace communications and its impact on workplace behavior and employee motivation through extensive course readings and research, study, discussions, and written assignments.

COURSE REQUIREMENTS

Minimal Technical Skills Needed

The following technologies will be required for this course.

- Internet access / connection
- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint

Instructional Methods

This course consists of a series of assignments, discussion boards, and two written exams to assist you in achieving the outcomes/objectives for the course. Each week you will work on various combinations of these. Since this is a 100% online course, all course work will be posted on the LMS content page. All your work must be submitted online as well

Student Responsibilities or Tips for Success in the Course

This is an online course it is the student's responsibility to log into the LMS at the start of each week and review the course modules to understand what work is required and due dates.

GRADING

Assessment Type	Pts.
Assignments	240
Discussion Boards	120
Written Exam	50
Written Exam	50
Total	460

Total points corresponding to the final letter grades

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A	460-414
B	413-368
C	367-322
D	321-276
F	275-0

Late work will not be accepted and a grade of "0" will be assigned

No make-ups, extensions, resubmissions, or extra credit assignments are available in this course. Credit is earned exclusively by completing the required activities, as assigned, and submitting them by the due date, in the designated location.

Assessments

Assignment 1	20 pts	Discussion Board	10 pts	Written Exam 1	50 pts
Assignment 2	20 pts	Discussion Board	10 pts	Written Exam 2	50 pts
Assignment 3	20 pts	Discussion Board	10 pts		
Assignment 4	20 pts	Discussion Board	10 pts		
Assignment 5	20 pts	Discussion Board	10 pts		
Assignment 6	20 pts	Discussion Board	10 pts		
Assignment 7	20 pts	Discussion Board	10 pts		
Assignment 8	20 pts	Discussion Board	10 pts		
Assignment 9	20 pts	Discussion Board	10 pts		
Assignment 10	20 pts	Discussion Board	10 pts		
Assignment 11	20 pts	Discussion Board	10 pts		
Assignment 12	20 pts	Discussion Board	10 pts		

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Course Outline/Calendar

	Topic	Assignment(s)
Week 1	Module 1- Foundation/History of HRD	For course activities and due dates refer to D2L
Week 2	Module 1-Foundation/What is ROI	For course activities and due dates refer to D2L
Week 3	Module 1-Foundation/What is Strategy	For course activities and due dates refer to D2L
Week 4	Module 2-Chapter 1	For course activities and due dates refer to D2L
Week 5	Module 2-Chapter 2	For course activities and due dates refer to D2L
Week 6	Module 2-Chapter 3	For course activities and due dates refer to D2L
Week 7	Module 2-Chapter 4	For course activities and due dates refer to D2L
Week 8	Module 3-Chapter 5	For course activities and due dates refer to D2L
Week 9	Module 3-Chapter 6	For course activities and due dates refer to D2L
Week10	Module 3-Chapter 7	For course activities and due dates refer to D2L
Week 11	Module 3-Chapter 8	For course activities and due dates refer to D2L
Week 12	Module 4-Chapter 9	For course activities and due dates refer to D2L
Week 13	Module 4-Chapter 10	For course activities and due dates refer to D2L
Week 14	Module 4-Chapter 11	For course activities and due dates refer to D2L
Week 15	Module 4-Summary/Review	For course activities and due dates refer to D2L
Week 16	Work on Written Exam 2	For course activities and due dates refer to D2L

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

Zoom Video Conferencing Tool

https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@etamu.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to

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deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

STUDENT RESPONSIBILITIES FOR COURSE

CWID and Password

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@etamu.edu.

Technology-Related Issues

Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a ETAMU campus open computer lab, etc.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Minimal Technical Skills Needed

Students will need reliable computer and internet access for this course. Students must be able to effectively use myLeo email, myLeo Online D2L, and Microsoft Office.

Learning Management System (LMS) – D2L

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are the technical requirements:

- View the [Learning Management System Requirements Webpage](#).
- Learn more on the [LMS Browser Support Webpage](#).

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Technical Support

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COMMUNICATION AND SUPPORT

Interaction with Instructor Statement

If you have any questions or are having difficulties with the course material, please contact your instructor. Correspondence will always be through university email (your “myLeo” mail) and announcements in myLeo online (D2L). You will not RECEIVE email through D2L, so be sure to check your ETAMU email for communication. Students are encouraged to check university email daily.

Include the Following in Emails with Instructor:

- Course name and subject in the subject line
 - Salutation (Good afternoon, Dr. Jackson)
 - Proper email etiquette (no “text” emails – use proper grammar and punctuation)
 - Student name and CWID after the body of the email (possibly add to student signature on email)
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COURSE AND UNIVERSITY PROCEDURES/POLICIES

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The [Code of Student Conduct](#) is described in detail online in the [Student Guidebook](#).

Students should also consult the [Rules of Netiquette Webpage](#) for more information regarding how to interact with students in an online forum.

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ETAMU Attendance

For more information about the attendance policy, please view the [Attendance Webpage](#) and the [Class Attendance Policy](#)

Academic Integrity

Students at East Texas A&M University are expected to maintain high standards of integrity and honesty in all their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty University Procedure 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

[Graduate Student Academic Dishonesty University Procedure 13.99.99.R0.10](#)

[Graduate Student Academic Dishonesty Form](#)

Use of Artificial Intelligence

East Texas A&M University acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources

Students with Disabilities-- ADA Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

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East Texas A&M University

Velma K. Waters Library Rm 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@etamu.edu

Website: [Office of Student Disability Services](#)

Nondiscrimination Notice

East Texas A&M University will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information, or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and ETAMU Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A&M University campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

East Texas A&M Supports Students' Mental Health – Counseling Services

The Counseling Center at East Texas A&M University, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit <https://www.etamu.edu/counseling-center/>

Mental Health and Well-Being

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service

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available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.



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