



EAST TEXAS A&M
UNIVERSITY

FALL SEMESTER 2026
MGT 394-01W: Human Resource Management

CLASSROOM: Web-based Class (100% Online)
MEETING TIME: TBD (August 20—December 11)
NOTE ABOUT TIMES: All times and deadlines are Central Standard Time (CST) Zone (Commerce, TX)

Instructor: Dr. Stephanie S. Pane
E-mail: Stephanie.Pane@etamu.edu
Office: BA 318
Office Hours: Tuesday/Thursday 11:30 AM-2:30 PM (BA 318) + Virtual
Phone: 903-886-5686

REQUIRED TEXT:

Portolese, L. (2020, 2022, 2023). Human Resource Management (Version 2.0, 3.0, 4.0). FlatWorld. ISBN (Digital): 978-1-4533-4067-7. TAMUC Bookstore ISBN: 9781453340660 (2023 Edition) **New: \$95.25 or Used: \$76.20***.

***NOTE:** This is the campus bookstore price for this particular edition of the book. You can also purchase a physical copy of the book or the digital access code from the publisher (FlatWorld) directly.

***The 4.0 version of this book (ISBN: 978-1-4533-4067-7) can be purchased directly from Flat World Knowledge (<https://catalog.flatworldknowledge.com/>) with the following available options:**

Student Formats and Costs:

- Online Access [Required]: \$37.95 *****This \$37.95 option is acceptable for my class@!!!**
- Printed Textbook with Basic Online Access: \$64.95

****Go to <https://students.flatworldknowledge.com/engage/courses/2619267> to purchase your textbook in the affordable format of your choice or redeem your Digital All Access Pass code.**

COURSE OVERVIEW AND OBJECTIVES:

This course is designed to provide a study of principles, policies, and practices related to staffing, employee development, compensation, and employee and labor relations in profit, non-profit, domestic, and international organizations. Upon completion of this course, you should be able to:

- Identify and explore the primary areas of human resource management, including the legal framework for each of those areas.
- Develop an appreciation for the complexity of managing human resources in organizations and the critical role it plays in organizational success.
- Become innovative and creative in addressing human resource problems through case studies.

COB STUDENT LEARNING OBJECTIVES:

1. Students will demonstrate proficiency in spoken communications by delivering clear and well-structured business presentations.
2. Students will demonstrate proficiency in written communications by creating clear and well-structured business documents.
3. Students will identify and evaluate ethical business issues.
4. Students will identify and evaluate global business challenges.
5. Students will be analytical problem solvers in business environments.

COB Student Learning Objectives (SLOs)	Course Outcomes - After successfully completing this course, students will be able to:	Measurement Methods (Outcome Assessments)
2, 3, & 5	- Identify and explore the primary areas of human resource management, including the legal framework for each of those areas. - Develop an appreciation for the complexity of managing human resources in organizations and the critical role it plays in organizational success. - Become innovative and creative in addressing human resource problems through case studies.	- Topic Assignments - Chapter Quizzes - Final Exam

COURSE FORMAT:

This course is entirely Web-based. You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the D2L course management website. Be sure to log onto D2L and check your university e-mail regularly to see what work you are required to do. PowerPoint slides will be available for each of the book chapters, under the "Content" tab. **ALL** written assignments will be posted on D2L, under the "Content" tab (then scroll down to the "Course Materials" tab). You should submit all of your work in a format that is compatible with **Microsoft Office** and post it in the appropriate "Assignment Submission Folder" (under "Activities" and then "Assignments") when it is due. The chapter quizzes can be found under the "Activities" tab (then "Quizzes" from the dropdown menu) on the top of the D2L screen.

COURSE SCHEDULE:

A course schedule is included on page 6 of this syllabus.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I have outlined in this syllabus, but I may make adjustments based on what actually happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY:

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy will be posted under "Course Materials". You should read this document, initial it, and upload it to the "Academic Honesty Policy" submission folder.

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

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
Texas A&M University-Commerce: Gee Library, Room 162
Phone (903) 886-5150 or (903) 886-5835; Fax (903) 468-8148
StudentDisabilityServices@tamuc.edu

STUDENT WELLBEING:

The Counseling Center at A&M-Commerce, 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 www.tamuc.edu/counsel

OPEN CARRY LEGISLATION:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce 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 A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to:

(<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 (or call 9-1-1).

UNIVERSITY'S PANDEMIC RESPONSE

Texas A&M-Commerce strongly recommends, but does not require, the use of face-coverings in all instructional and research classrooms/laboratories. This response may change as the semester progresses if state and university requirements change. Exceptions may be made by faculty where warranted. Faculty have management over their classrooms. Refusal to comply with state and university mandates can be reported to the Office of Students' Rights and Responsibilities as a violation of the student Code of Conduct.

Students should not attend class when ill or after exposure to anyone with a communicable illness. Communicate such instances directly with your instructor. Faculty will work to support the student getting access to missed content or completing missed assignments.

UNIVERSITY'S RESPONSE TO ARTIFICIAL INTELLIGENCE:

Texas A&M University-Commerce 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.

13.99.99.R0.03 Undergraduate Academic Dishonesty
13.99.99.R0.10 Graduate Student Academic Dishonesty

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (see current Student Handbook).

UNIVERSITY NONDISCRIMINATION STATEMENT:

Texas A&M University-Commerce is committed to a safe, accepting environment for all students regardless of sexual orientation, gender identification, or gender expression.

A&M-Commerce 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.

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, both during live class sessions and “electronic communication”. Texas A&M-Commerce expects this from you, as do current and future employers. This course will be a good place to practice interacting in a manner appropriate to a professional setting.
- **Regular and Timely Attendance and Participation:** You are expected to attend class, participate during class, and log onto D2L regularly.
- **Assignments:**
 1. **Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students in MGT 394 should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors may detract from your grade!
 2. **Assignments must be turned in on time.** Assignments are due at the **date** and **time** listed. All work and assignments for the entire course will be available on the first day of class (in D2L). Start working on each assignment as soon as you possibly can and make sure that you have the all assignments submitted by the specified due dates. You **MUST** turn in all written assignments **ON TIME**. You will have until **11:59 PM** on the **DUE DATE** to submit the work that is listed in the far right, “All Assignments Due” column of the course schedule provided on the sixth page of this syllabus. I will accept late assignments. However, there will be a significant penalty. For each day that your assignment is late, I will deduct **5 POINTS** from your grade. If you do not meet the 11:59 PM deadline, I will deduct 5 points. If you do not turn the assignment in by 11:59 PM CST the next day, I will deduct an additional 5 points, and so on. Saturdays and Sundays count towards the total days late.
 3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don't turn in work that is only “half-finished”.
 4. **Please submit assignments in a format that is compatible with Microsoft Word, if submitting electronically.**
- **Back-ups Are Required:** You are required to back up all your assignments on a disk that can be submitted to me upon my request. If work is lost due to insufficient back-up, you will not have the opportunity to recreate and submit at a later time.
- **E-mail:** Students must routinely check e-mail sent to his or her **Texas A&M-Commerce account**. This is my primary mechanism for communicating outside of class. I check my e-mail several times a day, so this is the best way to reach me.
- **Make-up Exams or Late Assignments Will Only Be Accepted If You Obtain University Approved Documentation for Your Excuse:** There are no make-up assignments for poor performance on a previous assignment.
- **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced in class, via D2L, and e-mail. It is your responsibility to become aware of any such changes.

GRADE COMPONENTS:

Component	Type	Value
Chapter/Lecture Quizzes (10-12 Points Each)	Individual	150 points (25%)
Assignments (6 @ 50 Points Each)	Individual	300 points (60%)
Cumulative Final Exam	Individual	50 points (15%)
Course Total		500 points

GRADING SCALE:

A	90 – 100%	450-500 points	D	60-69%	300-349 points
B	80 – 89%	400-449 points	F	Below 60%	Less than 300 points
C	70-79%	350-399 points			

Incomplete - Must be previously agreed upon by student and instructor.

Withdrawal - Must be initiated by the student administratively.

CLASS ATTENDANCE & PARTICIPATION:

Attendance and participation are critical to gaining the most you possibly can from this course. I suggest that you attend class each week, participate while attending class, and log onto the D2L site for this course **SEVERAL TIMES** a week in order to access information, obtain documents, and keep yourself informed of any updates/notifications.

WEEK & DATE (TUESDAYS)	ASSIGNED CHAPTER READINGS	ALL ASSIGNMENTS DUE AT 11:59 PM ON DATE INDICATED
1. August 25 (T)	<i>Course Introduction and Overview</i>	Academic Honesty Policy
2. September 1 (T)	Chapter 1: The Role of Human Resources	Chapter 1 Quiz
3. September 8 (T)	Chapter 2: Strategic HRM Plans	Chapter 2 Quiz
4. September 15 (T)	Chapter 3: Diversity & Multiculturalism	Assignment 1 Due: 9-15-26 Chapter 3 Quiz
5. September 22 (T)	Chapter 4: Recruitment	Chapter 4 Quiz
6. September 29 (T)	Chapter 5: Selection	Assignment 2 Due: 9-29-26 Chapter 5 Quiz
7. October 6 (T)	Chapter 6: Compensation & Benefits	Chapter 6 Quiz
8. October 13 (T)	Chapter 7: Retention & Motivation	Assignment 3 Due: 10-13-26 Chapter 7 Quiz
9. October 20 (T)	Chapter 8: Training & Development	Chapter 8 Quiz Chapter 9 Quiz
10. October 27 (T)	Chapter 9: Successful Employee Communication	Assignment 4 Due: 10-27-26 Chapter 10 Quiz
11. November 3 (T)	Chapter 10: Employee Performance Management	Chapter 11 Quiz
12. November 10 (T)	Chapter 11: Employee Assessment & Talent Management	Assignment 5 Due: 11-10-26 Chapter 12 Quiz
13. November 17 (T)	Chapter 12: Working with Labor Unions	Chapter 13 Quiz
14. November 24 (T)	Chapter 13: Safety & Health at Work HAPPY THANKSGIVING!!!	Assignment 6 Due: 11-24-26 Chapter 14 Quiz
15. December 1 (T)	Chapter 14: International HRM	***ALL Quizzes Must Be Completed BY 12-11-26!
16. December 8 (T)	FINALS WEEK DECEMBER 8—12—FINAL EXAM DUE TUESDAY!!!	Final Exam Due (12-8-26)
❖ CHAPTER QUIZZES ARE OPEN ALL SEMESTER; WORK AT YOUR OWN PACE. ❖ THIS WEEKLY SCHEDULE IS TENTATIVE AND THE QUIZ DATES ARE JUST SUGGESTED.		
MGT 394 – Human Resource Management		

Assignment Grading Rubrics

Job Description Evaluation

Criteria	Score	Comments
Inclusion of Pertinent Information	(out of 20)	
Clear and Concise Communication	(out of 20)	
Free from Typos	(out of 10)	
TOTAL SCORE	(out of 50)	

Recruitment Evaluation

Criteria	Score	Comments
Recruitment Methods	(out of 25)	
Explanation of Effectiveness	(out of 25)	
TOTAL SCORE	(out of 50)	

Resume Critique

Criteria	Score	Comments
Resume Error 1	(out of 10)	
Resume Error 2	(out of 10)	
Resume Error 3	(out of 10)	
Resume Error 4	(out of 10)	
Resume Error 5	(out of 10)	
TOTAL SCORE	(out of 50)	

Compensation & Motivation Evaluation

Actions	Score Based on the Validity and Explanation of the Action	Comments
1	(out of 10)	
2	(out of 10)	
3	(out of 10)	
4	(out of 10)	
5	(out of 10)	
TOTAL SCORE	(out of 50)	

Training Flyer/Handout Critique

Criteria	Score	Comments
Amount of Information	(out of 10)	
Layout/Presentation of Information	(out of 10)	
Typos	(out of 10)	
Professionalism	(out of 10)	
Creative Design	(out of 10)	
TOTAL SCORE	(out of 50)	

Performance Appraisal Evaluation

Criteria	Score	Comments
Accuracy of Scale Identification	(out of 10)	
Explanation of Scale Faults	(out of 20)	
Transformation to a BARS	(out of 20)	
TOTAL SCORE	(out of 50)	

Chapter Quiz Grading Rubric

- Each chapter quiz consists of 10-12 multiple choice questions. Each question is worth 1 point. There is one correct/best answer for each question and students will receive 1 point for each question they answer correctly and 0 points for each question they answer incorrectly. Students have the opportunity to appeal questions that they get wrong. If they can present a reasonable case for the “incorrect” response they selected, they could be awarded points back for those questions.

Final Exam Grading Rubric

- The Final Exam consists of five (5) short answer/essay questions that come directly from the content in the book, PPT slides, and class lecture. Each question is worth 10 points. Students will be awarded for the accuracy and completeness of their responses to each question.