

**University of North Texas**  
**G. Brint Ryan College of Business**

MGMT 3860—HR Management | Section 401 (Summer 2026 Online)

**Course Syllabus**

**Professor:** Dr. David Swanagon, Ed.D., SPHR  
Chief Editor, The Machine Leadership Journal

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**Required Text:** Required reading is listed in each weekly module  
All reading materials are available without purchase

**Location:** This is an online course. Students are expected to read the material posted online and the assigned readings. Students are also expected to participate in online discussion forums, and submit all the assigned materials on time, per the course calendar in the syllabus.

**Course Overview**

This course is designed to provide to students with a foundational perspective on Human Resources management. This includes review key topics such as talent acquisition, talent development, organization effectiveness, talent retention, and the role of Artificial Intelligence. During the course, students will best practices in each of these domains, while applying key learnings to real-world business cases. A key emphasis of this course is learning how to integrate AI into the Future of Work, while building strong processes and organizational cultures.

**Course Objectives**

- Principles of Human Resources Management
- Talent Acquisition
- Talent Development
- Organization Effectiveness
- Talent Retention
- Diversity within the Workplace
- Strategic Workforce Planning
- The Role of Artificial Intelligence within Human Resources

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**Grading**

Students will be graded using four assignments plus one optional extra credit deliverable. The assignment is due on the date listed in the syllabus. Due dates are published well in advance and you are encouraged to submit early to avoid technical difficulties, which are your responsibility to resolve and not a justification for late work. If you have a legitimate reason under University policy you should (a) contact your professor in advance to provide notification/verification or (b) work with the Dean of Students Office after the fact to provide your faculty with verification. Late submissions, which are not excused by University policy, will be subject to 10% reduction for the first week, followed by 50% the second week, and a 75% reduction thereafter.

**Please do reach out to your instructor if you're having any issues. Learning remains the number one goal and I'm here to help you succeed.**

Assignments	Format	Type	Points
1—Discussion Posts – 20%	Individual	Canvas	200
2—Weekly Quizzes – 20%	Individual	Canvas	200
3—Final Project – 30%	Individual	PPT + Paper	300
4—Final Exam– 30%	Individual	Canvas	300
<b>Total Points</b>			<b>1000</b>
<b>Bonus Points (Leadership Analysis) – 1%</b>		Canvas	<b>10</b>
<i>Grades are based on the points earned during the course according to this scale:</i>			
• 900-1000 = A	800-899 = B	700-799 = C	
• 600-699 = D	Below 600 points = F		

**Generative AI:**

Students in this course are not permitted use of generative AI technology to assist in completing assignments except where specifically noted in the assignment directions or unless otherwise directed to do so by the Instructor. Students found to be using generative AI technology in an unauthorized way may be subject to academic integrity processes under UNT Policy 06.003 Student Academic Integrity.

**THE INSTRUCTOR WILL PROVIDE CLEAR GUIDELINES ON THE PERMISSIBLE USE OF GENERATIVE AI FOR EACH ASSIGNMENT.**

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**WEEKLY ASSIGNMENTS**

**(Class Starts May 18)**

Week	Online	Deliverable
1	May 18	<p>Discussion Post and Quiz</p> <p>Reading: Tuttle, L., &amp; Critchlow, K. (2025). Digital transformation in talent acquisition: Modern approaches to recruitment and selection. <i>International Journal of Research in Human Resource Management</i>, 7(1), 351-357.</p> <ul style="list-style-type: none"> <li>• Chapters: organizational cultures, corporate cultures, diversity</li> </ul>
2	May 25	<p>Discussion Post and Quiz</p> <p>Reading: Campion, M. A., Fink, A. A., Rugeberg, B. J., Carr, L., Phillips, G. M., &amp; Odman, R. B. (2011). Doing competencies well: Best practices in competency modeling. <i>Personnel psychology</i>, 64(1), 225-262.</p> <ul style="list-style-type: none"> <li>• Chapters: Talent Development and Future Skills</li> </ul>
3	June 1	<p>Discussion Post and Quiz</p> <p>Reading: Al-Kfairy, M. (2025). Strategic integration of generative AI in organizational settings: Applications, challenges, and adoption requirements. <i>IEEE Engineering Management Review</i>, 53(6), 80-97.</p> <ul style="list-style-type: none"> <li>• Chapters: External factors, Group structures, Ethics</li> </ul>
4	June 8	<p>Discussion Post and Quiz</p> <p>Reading: Căvescu, A. M., &amp; Popescu, N. (2025). Predictive analytics in human resources management: Evaluating AIHR's role in talent retention. <i>AppliedMath</i>, 5(3), 99.</p> <ul style="list-style-type: none"> <li>• Chapters: Motivation, Performance Management, Succession</li> </ul>
5	June 15	<p>Final Exam and HR Strategy Project  Optional Extra Credit (Leadership Analysis)</p>

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**DISCUSSION POSTS**

**Type: This is an individual exercise.**

The student will complete four discussion posts during the course according to the course calendar. For each discussion post, the student will be required to analyze a business case and submit a 500 word initial response that includes at least (1) external APA citation. The student will also be required to respond using 250 words to two classmate posts. Students are encouraged to incorporate their lived experience (academic or career) in their discussion posts. They can also provide a personal reflection in situations where they do not have direct experience.

**Grading:**

- Initial Post - 50%
- Response to (2) Classmates - 20%
- Lived Experience or Personal Reflection - 10%
- APA Reference - 10%
- Quality of Writing - 10%

**QUIZZES**

**Type: This is an individual exercise.**

The student will complete four weekly quizzes (10 questions per quiz) during the course according to the course calendar. This quiz covers all the chapter readings and assigned APA articles for a particular week. Quizzes are not open book or open note; no outside assistance is allowed. Exams will use Respondus LockDown Browser with a Webcam required.

**HR STRATEGY PRESENTATION**

**Type: This is an individual exercise.**

You are an HR Professional working as an expatriate for Saudi Aramco, the world's largest energy company. You have been asked by the CHRO to develop the company's global HR strategy. The final presentation will be presented to the CEO and Board of Directors for approval.

You can learn more about Saudi Aramco by reviewing the company's website at: <https://www.aramco.com> Links to an external site.

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*The company wants to know how to better leverage Artificial Intelligence (AI) in its upstream and downstream operations, focusing on how AI can improve the way engineers and support staff perform their roles.*

**DELIVERABLE 1:**

- Prepare an 8 page academic paper detailing the business model of Saudi Aramco and the organization's critical HR challenges.
  - Introduction and Conclusion - 1 page
  - Include a SWOT analysis - 2 pages
  - Explain the role of Upstream and Downstream operations 1 page
  - Identify the critical job roles for this functions 2 pages
  - Determine the technical and leadership competencies needed - 2 pages
  - *The purpose of the white paper is to demonstrate that you have a strong understanding of the company's business model and operations.*
  - *Grading: the white paper is worth 50% of the total assignment*
    - SWOT Analysis - 50%
    - Upstream and Downstream operations (i.e., business model understanding) - 20%
    - Critical job roles - 10%
    - Required technical and leadership competencies - 10%
    - At least (3) APA citations from google scholar - 10%

**DELIVERABLE 2:**

- Prepare a 15 minute presentation that incorporates the information you learned from the white paper and your research on AI in HR
- The presentation should be recorded and submitted to Canvas as a media file.
- The presentation should also include a 10 page PowerPoint with the below sections.
  - Objective of Presentation (1 slide)
  - Business Environment (i.e., how does Saudi Aramco generate value through upstream and downstream operations?) - (1 slide)
  - SWOT Analysis (1 slide)
  - AI for HR Strategy
    - Overall Strategy (1 slide)
    - Talent Acquisition (1 slide)

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- Talent Development (1 slide)
- Organization Effectiveness (1 slide)
- Talent Retention (1 slide)
- Benchmarks (i.e., what are Saudi Aramco competitors doing?) - (1 slide)
- References (1 slide)
- **Grading: the presentation is worth 50% of the total assignment**
  - Objective, Business environment, and SWOT analysis - 10%
  - AI for HR Strategy - 60%
  - Benchmarks - 20%
  - At least (3) APA citations from google scholar - 10%

**FINAL EXAM (300 Points)**

**Type: This is an individual exercise.**

The student will complete one final exam (50 questions) during the course according to the course calendar. This exam is comprehensive and covers all the chapter readings and assigned APA articles. Exams are not open book or open note; no outside assistance is allowed. Exams will use Respondus LockDown Browser with a Webcam required.

**OPTIONAL EXTRA CREDIT (10 points)**

**Type: This is an OPTIONAL exercise.**

**This assignment is OPTIONAL and provides up to 1% in extra credit:**

- Consolidate all your discussion posts during the course.
- Make sure to include the discussion post assignment and source materials.
- **REMOVE ALL PERSONAL IDENTIFIERS**
- Upload your responses to a language model and ask for a comprehensive review of your leadership philosophy.
  - *The prompt should state, "Please review these discussion posts and generate a summary analysis highlighting the author's: a) leadership philosophy; b) writing style; c) argument strengths; d) potential industries where this style would be beneficial; e) opportunities for the author to grow and expand.*
- Based on the LLM's analysis, please generate a 500 word response indicating whether you

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agree/disagree with the LLM, what aspects you will take from this exercise, and how you plan to grow and expand moving forward.

**Grading:**

- Quality of writing: 25%
- Quality of personal reflections: 25%
- Critical analysis of LLM summary: 25%
- Future vision for yourself: 25%

For more information on the UNT academic calendar, please use this link: [UNT Calendar](#)

**Canvas & Technology**

- You can access the course at <https://unt.instructure.com>
- Login using your EUID and Password
- Click “MGMT 4130” from the list of courses

Though this class is a face-to-face course we will still utilize Canvas to review and submit assignments. Please note that Canvas relies exclusively on electronic technologies for online participation, and technology is not a 100% reliable. Students assume ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections. I will provide you with tips and guidance for operating your equipment, and the helpdesk offers support, but you must assume responsibility for everything on your end. Students are expected to navigate the Canvas course site to access information and submit assignments.

**TECHNICAL ISSUES WITH CANVAS:** Please immediately report ALL Canvas problems to the UNT helpdesk at 940.565.2324. Be sure to ask for a ticket number and then email the ticket number to me along with the report from the helpdesk. Without a ticket number, I can't follow up on the technical issue. Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and will advise me of the outcome (your ISP, our ISP, Canvas, etc.). I will determine how to resolve the technical issue based on their advice, University policy, applicable law, and my experience.

**EUID ACCESS AND PASSWORDS:** Enterprise User Identification Numbers (EUID's) and passwords are required by the University of North Texas to access this course. It is the student's responsibility to maintain a current EUID number and password. You may reset your password at <https://ams.unt.edu/acctreq.php>.

**Academic Integrity**

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may

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result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. All violations of the Student Academic Integrity policy will be reported. Usage of cell phones, iPhones, cameras, or any other electronic device is not allowed during a test; nor is talking to other students, soliciting or giving help. Copying, photographing, or disseminating the questions in any form is prohibited. Remember, the exam questions are randomized so you will NOT see the same questions in the same order as your classmates. The course will utilize TurnItIn as a plagiarism checker.

Policy Link: (<https://policy.unt.edu/policy/06-003>)

### Chosen Names & Pronouns

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name, below is a list of resources for updating your chosen name at UNT.

- UNT Records
- UNT ID Card
- UNT Email Address
- Legal Name

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you or reference you in conversation. You can add your pronouns to your Canvas account so that they follow your name when posting to discussion boards, submitting assignments, etc.

### College Emergency Evacuation Procedures

**Severe Weather:** In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

**Bomb Threat/Fire:** In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts.

Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

### Course Evaluations

This semester, UNT will administer course evaluations online (the “SPOT” – Student Evaluation of Teaching). The evaluations are used to evaluate faculty performance and provide guidance on what can be improved (also tell us what you like!). These are very important to me as you are the reason I’m here. I truly value your feedback and very much appreciate you taking the time to



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complete the evaluations which will be administered towards the end of the semester. You will be notified on Canvas and via your UNT email once the evaluations open.

**Disability Accommodation**

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided to me within the first week of the semester. Note that students must obtain a new letter of accommodation for every semester. For additional information see the ODA website at <http://disability.unt.edu>.

**Dropping the Course**

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: <http://www.unt.edu/catalog/>. With regards to dropping the course, you will need to go to the following link: <https://registrar.unt.edu/registration/dropping-class> and click on Request to Drop Class form. If you have questions or need assistance you may go by the Department of Management in the Business Leadership Building— room 207.

**Covid-19**

If you are experiencing any symptoms of COVID-19 please seek medical attention from the Student Health and Wellness Center (940-565-2333 or ask SHWC@unt.edu) or your health care provider. Contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. Then let me know if it is impacting your assignment completion.

**Emergency Alerts**

The University of North Texas has an emergency Notification System, Eagle Alert (<https://www.unt.edu/eaglealert/>), which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. The university's radio station, KNTU 88.1 FM and website <http://www.unt.edu>, will provide updated information during an emergency.

**Prohibition of Discrimination, Harassment, and Retaliation**

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate. UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. UNT's Survivor Advocates can assist a student who has been impacted by

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violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at [SurvivorAdvocate@unt.edu](mailto:SurvivorAdvocate@unt.edu) or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at [oeo@unt.edu](mailto:oeo@unt.edu) or at (940) 565 2759.

### Retention of Student Records

Student records pertaining to this course are maintained in a secure location by the instructor of record of the course and are kept for at least one calendar year after course completion. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

### Student Behavior

Always act professionally and respectful. Student behavior that interferes with an instructor's ability to conduct a class, or other students' opportunity to learn, is unacceptable, disruptive, and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior may be referred to the Dean of Students to review whether the student's conduct violated the Code of Student Conduct. The Code of Student Conduct can be found at <https://conduct.unt.edu>. Any person who believes that a violation of University policy has been committed by a student can go to <https://report.unt.edu> and report the allegation.

### Student Services & Academic Support

**Mental Health:** UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity.

Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (<https://studentaffairs.unt.edu/student-health-and-wellness-center>)
- Counseling / Testing Services (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- UNT Care Team (<https://studentaffairs.unt.edu/care>)
- UNT Psychiatric Services (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- Individual Counseling (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

### Additional Student Support Services

- Registrar (<https://registrar.unt.edu/registration>)
- Financial Aid (<https://financialaid.unt.edu/>)
- Student Legal Services (<https://studentaffairs.unt.edu/student-legal-services>) □ Career Center (<https://studentaffairs.unt.edu/career-center>)

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- Multicultural Center (<https://edo.unt.edu/multicultural-center>)
- Counseling/Testing Services (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- Pride Alliance (<https://edo.unt.edu/pridealliance>)
- UNT Food Pantry (<https://deanofstudents.unt.edu/resources/food-pantry>)
- Academic Support Services
- Academic Resource Center (<https://clear.unt.edu/canvas/student-resources>)
- Academic Success Center (<https://success.unt.edu/asc>)
- UNT Libraries (<https://library.unt.edu/>)
- Writing Lab (<http://writingcenter.unt.edu/>)

***Important Notice for F-1 Students taking Distance Education Courses***

**Federal Regulation**

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

**University of North Texas Compliance**

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course. If such an on-campus activity is required, it is the student's responsibility to do the following: (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course. (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose. Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-

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2195 or [internationaladvising@unt.edu](mailto:internationaladvising@unt.edu)) to get clarification before the 1-week deadline.