MANAGEMENT 3860 – HUMAN RESOURCE MANAGEMENT

University of North Texas - G. Brint Ryan College of Business
Fall 2026

Instructor: Ken Meyers – Department of Management
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Office Hours: Virtual (via Zoom, click here). Wednesdays from 10:00 AM - 12:00 PM CT.
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Please contact me directly through Canvas messaging. I check messages on a regular basis, Monday through Friday, and typically respond within 24 hours or less. However, there may be times when it takes longer to respond, particularly on holidays and weekends.

I will share quick news, course updates, reminders, module highlights, and assignment debriefs with the class using the Announcements tab in Canvas. **Please check this section at least twice a week.** I will share other pertinent information about jobs and university events via Canvas messaging. **If you need assistance, please do not hesitate to contact me.**

COURSE DESCRIPTION

Human Resource Management (MGMT 3860, 3 credit hours) is a junior-level survey course designed to inform and educate general managers as to the central importance of human resources in achieving organizational success. Accordingly, there is an emphasis on relating technical content from major areas within HRM, such as staffing, compensation, training, labor relations, and health and safety, to the interests and perspectives of general managers. The intent is to provide you, whether a general manager or an HR specialist, with the knowledge and expertise needed to analyze and craft HR policies and procedures that produce outcomes beneficial to all relevant stakeholders of the organization.

UNT Catalog Description: An introduction to human resource management. Topics include employment, placement, and personnel planning, training and development; compensation and benefits; health, safety, and security; and employee and labor relations.

Prerequisites: None. Open to non-business majors.

COURSE STRUCTURE

This course is an online course. Because there are no scheduled in-person class meetings, students are expected to remain current with course announcements, modules, assignments, and deadlines in Canvas.

ATTENDANCE AND PARTICIPATION

This is a fully online, asynchronous course with no scheduled class meetings. Attendance is demonstrated through regular Canvas access and timely completion of required course activities. Students are responsible for meeting all published deadlines. Failure to access the course or complete required work does not excuse missed assignments or assessments.

LEARNING OBJECTIVES

Upon completion of this course, students will be able to:

1. Describe the strategic importance of HRM functions and activities.
2. Examine the impact of HRM functions and activities on the overall organization.
3. Explain key legal issues involved in managing human resources.
4. Discuss the role of general managers in managing human resources.
5. Identify how the social, political, and legal environments affect the HRM function.
6. Summarize and evaluate current and future trends in the HRM field.
7. Assess the feasibility of developing specific HR programs, policies, and procedures.
8. Develop a foundation for further study in advanced courses in business, HRM, and industrial relations.

REQUIRED TEXTBOOK



Fundamentals of Human Resource Management (2024) by Raymond Noe, John Hollenbeck, Barry Gerhart, and Patrick Wright, ISBN 9781265803025
The UNT Bookstore offers this edition. You may also purchase or rent the textbook directly from the publisher. This is the required textbook. Some quiz and exam questions will be based on it. If you use a different edition, you are responsible for determining how this edition differs from prior editions of the textbook.

INSTRUCTOR BIO

Before joining the faculty at the University of North Texas, I spent over 25 years as a Senior Human Resources Leader and Leadership Coach, working across multiple industries, global organizations, and Fortune 500 companies. My background includes strategic HR management, organizational change, leadership development, and coaching professionals through complex transitions. In recent years, I have also helped students prepare for SHRM Certification exams.

I hold a Master of Science in Leadership and Organizational Development, a SHRM-SCP designation, and a Graduate Certificate in Executive Coaching.

In this course, I bring a practical, real-world perspective on human resource management theories. My goal is to help you connect course concepts to real-world business scenarios, so you're not just learning the material—you're seeing how it applies in organizations of all sizes.

Although the course is fully online and asynchronous, I'm here to support you throughout. I'll post weekly announcements to keep you on track, and I'll hold optional office hours via Zoom if you'd like to connect.

SERIOUS OR EXTENDED CIRCUMSTANCES

In situations involving serious or extended circumstances that may significantly impact a student's ability to meet course requirements (for example, hospitalization, serious illness, or other documented emergencies), students are encouraged to contact the **Dean of Students Office** as soon as possible.

The Dean of Students Office can provide appropriate documentation and guidance to both the student and instructor regarding academic accommodations or notifications. Instructor consideration of such circumstances will be based on **official communication from the Dean of Students Office** and applicable university policies.

This process helps ensure consistency, fairness, and appropriate support while maintaining the academic standards of the course.

PROFESSIONAL COMMUNICATIONS EXPECTATIONS

This course requires regular written and online communication. Students are expected to communicate with the instructor and classmates in a **respectful, professional manner** consistent with college-level and early-career expectations.

All course communication, including email and discussion posts, should be clear, concise, and professional in tone. Students should use appropriate language, correct spelling and grammar, and avoid slang, texting abbreviations, excessive capitalization, or informal shortcuts that may be misinterpreted.

Students are expected to address the instructor using an appropriate professional title unless otherwise indicated. Care should be taken when using humor or sarcasm, as tone is easily lost in written communication.

Students should exercise discretion when sharing personal information and should not send confidential or sensitive information through email or discussion boards.

EagleConnect Accounts

All students should activate and regularly check their EagleConnect (email) account. EagleConnect is used for official communication from the University to students. For information about EagleConnect, including how to activate an account and how to have EagleConnect forwarded to another email address, visit EagleConnect Email System Website.

GENERATIVE ARTIFICIAL INTELLIGENCE (GENAI)

GenAI tools are **allowed in this course unless otherwise specified** for a particular assignment. When permitted, GenAI may be used for support tasks such as brainstorming, outlining, and improving clarity or grammar. These tools are intended to support your work, not replace your thinking, analysis, or writing.

GenAI may not be used to generate work you submit as your own or on assignments where GenAI is explicitly not allowed. Substituting AI-generated content for your own reasoning or writing violates the learning objectives of this course and the UNT Honor Code. **Failure to comply may result in academic integrity violations**.

When GenAI is used, a brief disclosure describing how it was used is required. For example, *"GenAI was used to brainstorm ideas and revise sentence clarity. All analysis and final wording are my own."*

Students are responsible for verifying the accuracy of all GenAI-supported content.

Additional guidance, examples, and assignment-level expectations are provided in the GenAI Canvas module.

COURSE ASSIGNMENTS AND EVALUATION OVERVIEW

Performance Evaluation – MGMT 3860	Points Possible
Exams (2 @ 100 points each)	200
Chapter/Module Quizzes (14 @ 10 points each)	140
Individual Case Study	50
Discussion Board	40
Applying HR Trends to Real Organizations	40
Professional Development – LinkedIn Learning Course	30
Academic Integrity Quiz	10
Total Points	510

A = 459 - 510 points
B = 408 - 458 points
C = 357 - 407 points
D = 306 - 356 points
F = 305 and below points

GRADING AND ASSESSMENT POLICIES

Grades in this course are based solely on required assignments and assessments designed to evaluate mastery of the course objectives. The course is intentionally structured to provide multiple opportunities throughout the semester for students to demonstrate learning and apply concepts in a strategic, professional context. **Extra credit opportunities are not offered.**

Final grades are calculated based on the total points earned across all required course components.

This junior-level course reflects the academic and professional standards expected within the Department of Management. Students are expected to engage consistently, prepare thoroughly, and demonstrate a strong understanding of course material through the quality of their work.

Most written assignments are evaluated using detailed rubrics available in Canvas and should be reviewed before submission.

Deadlines are posted at the beginning of the semester. Students are expected to plan accordingly and submit all work by the stated deadlines. Missed or late assignments, quizzes, or assessments are not typically eligible for make-up. In **rare circumstances**, documented issues beyond a student's control may be considered in accordance with the course technology and submission policies. Failure to submit required work by the deadline without appropriate documentation will result in a grade of zero.

Grades may be adjusted at the end of the semester based on an overall review of course performance and assessment outcomes to ensure fairness and consistency. **Arithmetic rounding of individual grades is not applied.**

Students are required to log in to Canvas regularly to review announcements, access grading rubrics, view grades, and complete assignments. For due dates and exam times, please refer to the Course Schedule included at the end of this syllabus.

In the event of any inconsistency between points and dates listed in the syllabus and those posted in Canvas, **the points and dates posted in Canvas will prevail**, as Canvas serves as the official and most current source of course information.

The **Final Exam** will open on the Monday of exam week and close on the Friday of that same week.

COURSE SCHEDULE

The schedule is subject to change at the instructor's discretion. Students will be notified of changes.
Dates listed in Canvas are authoritative and supersede this schedule if updates are required.

Week	Topic(s)	Reading/Assignment
1 8/17 - 23	Ch 1: Managing Human Resources	Read the syllabus (under Course Overview) and purchase the required materials. Review the Getting Started module in Canvas. Read Textbook, Ch 1, and review the corresponding Canvas module, which includes required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, August 23rd:** a) Academic Integrity Quiz b) Week 1 Quiz c) Respondus LockDown Browser practice quiz Note: All exams will require this browser.
2 8/24 - 30	Ch 2: Trends in HRM	Read Ch 2, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, August 30th:** a) Applying HR Trends to Real Organizations assignment b) Week 2 Quiz
3 8/31 – 9/6	Ch 3: Providing Equal Employment Opportunity and a Safe Workplace	Read Ch 3, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Sep 6th:** Week 3 Quiz**.**
4 9/8 – 13 (9/7: Labor Day)	Ch 4: Analyzing Work and Designing Jobs	Read Ch 4, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Sep 13th:** Week 4 Quiz
5 9/14 –20	Ch 5: Planning for and Recruiting Human Resources	Read Ch 5, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Wednesday, Sep 16th**: Reply to Topic: Leadership Perspectives on HR and the Business Discussion Board

Week	Topic(s)	Reading/Assignment
5 (continued)		**Due by 11:59 PM, Sunday, Sep 20th:** a) Week 5 Quiz b) 2 replies – Leadership Perspectives on HR and the Business Discussion Board
6 9/21 - 27	Ch 6: Selecting Employees and Placing Them in Jobs	Read Ch 6, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Sep 27th:** Chapter 6 Quiz
7 9/28 – 10/4	Ch 7: Training Employees	Read Ch 7, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Oct 4th:** Week 7 Quiz
8 10/5 - 11	Ch 8: Developing Employees for Future Success **EXAM 1 (Chapters 1 – 8)**	Read Ch 8, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Oct 11th: EXAM 1. Use Respondus LockDown Browser & Webcam. Your screen will be recorded**.
9 10/12 – 18	Ch 9: Creating and Maintaining High-Performance Organizations	Read Ch 9, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Oct 18th:** Week 9 Quiz
10 10/19 - 25	Ch 10: Managing Employees' Performance	Read Ch 10, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Oct 25th:** Week 10 Quiz
11 10/26 – 11/1	Ch 11: Separating and Retaining Employees	Read Ch 11, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Nov 1st:** a) Week 11 Quiz b) Scrappy Publishing Case Study

Week	Topic(s)	Reading/Assignment
12 11/2 - 8	Ch 12: Establishing a Pay Structure	Read Ch 12, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Nov 8th:** a) Week 12 Quiz b) Professional Development – LinkedIn Learning course on Comp & Benefits
13 11/9 - 15	Ch 13: Recognizing Employee Contributions with Pay	Read Ch 13, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Nov 15th:** Week 13 Quiz
14 11/16 – 22	Ch 14: Providing Employee Benefits	Read Ch 14, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Nov 22nd:** a) Week 14 Quiz
THANKSGIVING BREAK		
15 11/30 – 12/6	Ch 16: Managing Human Resources Globally	Read Ch 16, and review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture **Due by 11:59 PM, Sunday, Dec 6th:** Week 15 Quiz
16 12/7 - 11	Exam 2 **(Chapters 9 – 14, 16)**	**Due by 11:59 PM, Friday, December 11th:** Exam #2 (60 mins) **Use of Respondus LockDown Browser & Webcam. Your screen will be recorded.**

PLEASE NOTE: Requests for alternative assignment/assessment timing are **not routinely granted** and are considered only in accordance with course and university policies.

ASSIGNMENT DESCRIPTIONS

Chapter quizzes (available in Canvas)

You will complete 14 chapter quizzes. They cover the material discussed in the textbook and modules (including articles, videos, etc.). Each quiz is worth 10 points total (1 point per question). All quizzes are open-book, open notes. Complete the quizzes **independently** as you work through each corresponding module.

Applying HR Trends to Real Organizations

You will analyze a key Human Resource Management trend and apply it to a real organization or work setting. You will describe how the trend appears in practice and identify how HR professionals and managers should respond. The goal is to strengthen your ability to connect course concepts to real-world organizational decisions through clear, professional analysis.

Individual case study

You will complete an individual case study during the semester. Your written analysis should be professional in tone, clearly structured, and supported with research or course materials. The goal is to demonstrate critical thinking, connect theory to practice, and show how you would approach HR challenges.

Executive/GM interview discussion board

You will watch a recorded interview with a general manager discussing expectations of HR leaders from a business perspective. Students will participate in a graded discussion board that focuses on interpreting these expectations and connecting them to core HR concepts covered in the course.

Professional development (Complete LinkedIn Learning Course)

During the semester, you will complete the LinkedIn Learning course *Compensation & Benefits* by Wayne Cascio as a required professional development assignment. After completing the course, upload the certificate of completion to Canvas. Your name and completion date must be clearly visible on the certificate.

Exams

The two (2) exams are "knowledge-acquisition-application" oriented. Each exam is designed to test your knowledge and how well you apply concepts via multiple-choice and true/false questions. The questions cover content from the textbook, additional articles, videos, and/or discussion boards. **Using textbooks and/or notes on exams is not permitted.** These are closed-book exams, and no outside or additional resources are allowed besides what a student has committed to memory through study and preparation.

You will have **80 minutes** to answer all questions (multiple choice, true/false). You will need to download the free Respondus LockDown Browser and have a webcam available. Your face must be present in the camera frame while taking the exam. Your screen with the exam questions will be recorded. **You must complete each exam independently in one sitting once you begin; breaks are not allowed**. You may be able to check out laptops through the UNT library or complete the exam at UNT Computer Labs equipped with webcams.

Exam 2 will be available beginning Thursday of final exam week and must be completed by 11:59 PM CT on Friday of final exam week.

The use of cell phones, iPhones, cameras, or any other electronic device is not allowed during an exam. Talking to other students, soliciting help, or giving assistance is not permitted. Copying, photographing, or disseminating the questions in any form is prohibited. Exam questions are randomized, so you will NOT see the same questions in the same order as your classmates. **Please contact me with any questions and to prepare for the exam in advance. Engaging in academic integrity violations, such as cheating and providing unauthorized assistance, will be reported.**

SUNSET RULE

You have one (1) week from the date the grade is released to inquire about your grade on an exam, quiz, discussion post, or any other assignment. The exception to this is the last round of assignments, the Final Exam, and your Final Letter Grade, when inquiries need to be taken care of as soon as possible before I submit grades to the Registrar. The purpose is to resolve any issue during the term and not wait until the last week of the term. Check your grades every week!

EVENT TIMING

All deadlines and course times are stated in U.S. Central Time (CT), including applicable daylight saving time adjustments.

UNT POLICIES

Academic integrity

Academic integrity emanates from a culture that embraces the core values of trust and honesty necessary for full learning to occur. Academic dishonesty breaches the mutual trust necessary in an academic environment. According to UNT Policy 06.003, Student Academic Integrity (https://policy.unt.edu/policy/06-003), 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 result in a range of academic penalties or sanctions, ranging from admonition to expulsion from the University.

Any suspected occurrence of academic dishonesty will be investigated and handled in accordance with UNT policy and procedures. The following academic penalties may be assessed at the instructor's discretion upon determination that academic dishonesty has occurred. *Admonitions and educational assignments are not subject to appeal*.

1. *Admonition*: The student may be issued a verbal or written warning.
2. *Assignment of Educational Coursework:* The student may be required to perform additional coursework not required of other students in the specific course.
3. *Partial or no credit for an assignment or assessment:* The Instructor may award partial or no credit for the assignment or assessment on which the student engaged in academic dishonesty, to be calculated into the final course grade.
4. *Course Failure*: The instructor may assign a failing grade for the course.

Student Evaluation Administration Dates

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be available November 17 through December 3, 2026, with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey, they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website at spot.unt.edu or email spot@unt.edu.

ADA Accommodation Statement

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to faculty via email 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 as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information, see the ODA website at disability.unt.edu.

Emergency Notification & Procedures

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to the UNT Learning Management System (LMS) for contingency plans for covering course materials.

Code of Student Conduct

The University of North Texas is deeply committed to advancing educational excellence and preparing students to become thoughtful, engaged citizens of the community. The University has established the Code of Student Conduct to promote the well-being, honor and dignity of all who live, learn and work in our educational community. The Code of Student Conduct is intended to foster a safe environment conducive to learning and development, as well as to hold students accountable through an educational process that balances the interests of individual students with the interests of the University. Students and student groups are expected to conduct themselves in a manner that demonstrates respect for the rights and property of others and upholds the integrity and values of the University community.