

**Texas A&M University-San Antonio**

**MGMT 3325 – 901**

**Fall 2026**

**Human Resource Management**

|                     |                                                                                                                                                                                                    |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Section</b>      | MGMT 3325 – 901                                                                                                                                                                                    |
| <b>Classroom</b>    | BLH 156                                                                                                                                                                                            |
| <b>Instructor</b>   | Dr. Jingyu Zhang (She/Her)<br><a href="mailto:jzhang@tamusa.edu">jzhang@tamusa.edu</a>                                                                                                             |
| <b>Email</b>        | Please email me directly rather than through Blackboard messages, and include <b>[MGMT3325-901]</b> in the subject line. I generally respond quickly, but please allow up to 24 hours for a reply. |
| <b>Office</b>       | BLH 341K                                                                                                                                                                                           |
| <b>Class Time</b>   | 3:30 PM - 4:45 PM                                                                                                                                                                                  |
| <b>Office Hours</b> | Monday 1:00 PM – 3:00 PM; Thursday 1:00 PM – 3:00 PM in office<br>Other date/times, by appointment                                                                                                 |

**Course Description**

This course surveys human resources planning, employment, appraisal, training, compensation, and applicable federal and state laws. Students will experience a clear understanding of key human resource management topics and concepts; they will have an opportunity to demonstrate their understanding of human resource management concepts and develop skills critical to the performance of human resource management activities. Cognitive elements emphasized include knowledge, comprehension, application, and analysis.

**TSI Restriction(s):** Math.

**Prerequisites:** Completion of the College of Business prerequisites.

**Course Objectives**

This course introduces the foundational functions of human resource management from both strategic and operational perspectives. Students will examine how HR professionals partner with line management to acquire, develop, motivate, retain, and separate talent while ensuring legal compliance and ethical conduct. The course emphasizes the application of HR concepts to real-world organizational decisions.

In addition to foundational HRM theory, this course places particular emphasis on current and emerging topics that HR professionals face today, including:

- Artificial intelligence and people analytics in HR decision making
- AI-driven recruiting, selection, and performance management
- Pay transparency, pay equity, and compensation strategy

- Remote, hybrid, and high-performance work systems
- Employer branding and the candidate experience in a competitive labor market
- Ethical and legal challenges in technology-enabled HR practice

Students will engage with current HR issues through sources such as SHRM, HR Dive, the Wall Street Journal (Careers), Harvard Business Review, and CNBC to develop the analytical habits of a contemporary HR professional.

### Expected Outcomes

- Explain the key concepts, frameworks, and processes of human resource management.
- Identify current and emerging HR issues that affect organizations and the workforce.
- Apply HRM concepts, laws, and tools to recruiting, selection, training, performance, compensation, benefits, and employee relations decisions.
- Analyze a real job posting to identify KSAOs, design selection methods, and recommend a recruiting and compensation approach.
- Recommend appropriate HR courses of action across legal, ethical, strategic, and operational dimensions.

### Required Materials

**Textbook:** Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. Fundamentals of Human Resource Management (current edition). McGraw Hill.

- You can access the e-textbook with a McGraw Hill Connect subscription. This course is part of the ACCESS program with TAMUSA, so the e-text is included in your course fees.
- You must have access to McGraw Hill Connect for the e-textbook, SmartBook assignments, Application-Based Activities, chapter assessment quizzes, and exam administration via Proctorio.

**Computer Device:** Students need a computer or tablet with a stable internet connection, webcam, and microphone to complete lecture viewing, assignments, and proctored exams. A loaner laptop is available from the university library if needed.

### ADA/DSS Accommodations

Students with approved accommodations through the TAMUSA Disability Support Services (DSS) office are entitled to applicable accommodations in this course. Accommodations apply to assignment completion time (e.g., extended time on timed activities and exams) in accordance with DSS guidelines. However, module due dates apply equally to all students and are not subject to extension under DSS accommodations. If you have approved accommodations, please contact me at the beginning of the course so that appropriate arrangements can be made.

### Fall 2026 Class Schedule (Central Time)

The class meets once each Monday from August 24 through November 30. Examination details will be announced separately outside this weekly topic schedule.

| Week | Date   | Topic                   | SmartBook Reading                        | Activities and Due Dates           |
|------|--------|-------------------------|------------------------------------------|------------------------------------|
| 1    | Aug 24 | Syllabus & Introduction | Chs. 1–2<br>Due Sun, Sept 6,<br>11:59 PM | Quiz 1<br>Due Sun, Sep 6, 11:59 PM |

| Week | Date   | Topic                  | SmartBook Reading                                                   | Activities and Due Dates                                                              |
|------|--------|------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 2    | Aug 31 | Job Analysis & Design  | Ch. 4<br>Due Sun, Sept 6,<br>11:59 PM                               | Case 1 reading<br>Due Sun, Aug 30, 11:59 PM<br><br>Quiz 2<br>Due Sun, Sep 6, 11:59 PM |
| 3    | Sep 7  | Labor Day, no class    |                                                                     |                                                                                       |
| 4    | Sep 14 | Planning               | Ch. 5<br>Due Sun, Sep 13,<br>11:59 PM                               |                                                                                       |
| 5    | Sep 21 | Recruitment            |                                                                     | Quiz 3<br>Due Sun, Sep 27, 11:59 PM                                                   |
| 6    | Sep 28 | Measurement            | Ch. 6<br>Due Sun, Sep 27,<br>11:59 PM                               | Case 2 reading<br>Due Sun, Sep 27, 11:59 PM                                           |
| 7    | Oct 5  | Selection              |                                                                     | Quiz 4<br>Due Sun, Oct 11, 11:59 PM                                                   |
| 8    | Oct 12 | Midterm Review         |                                                                     |                                                                                       |
| 9    | Oct 19 | Midterm Exam           |                                                                     | Case 3 reading<br>Due Sun, Oct 18, 11:59 PM                                           |
| 10   | Oct 26 | Training               | Ch. 7<br>Due Sun, Oct 25,<br>11:59 PM                               | Case 4 reading<br>Due Sun, Oct 25, 11:59 PM<br><br>Quiz 5<br>Due Sun, Nov 1, 11:59 PM |
| 11   | Nov 2  | Performance Management | Ch. 10<br>Due Sun, Nov 1,<br>11:59 PM                               | Case 5 reading<br>Due Sun, Nov 1, 11:59 PM<br><br>Quiz 6<br>Due Sun, Nov 8, 11:59 PM  |
| 12   | Nov 9  | Retention & Separation | Ch. 11<br>Due Sun, Nov 8,<br>11:59 PM                               | Quiz 7<br>Due Sun, Nov 15, 11:59 PM                                                   |
| 13   | Nov 16 | Compensation           | Ch. 12<br>Due Sun, Nov 15,<br>11:59 PM<br>(Ch13, Ch14 are optional) | Quiz 8<br>Due Sun, Nov 22, 11:59 PM                                                   |
| 14   | Nov 23 | Team Presentation      |                                                                     | Presentation slides due<br>Mon, Nov 23, 11:59 PM                                      |
| 15   | Nov 30 | Final Exam Review      |                                                                     |                                                                                       |

## Course Design Philosophy

This course is structured around a deliberate learning sequence. Rather than treating each assignment as a standalone task, every component is intentionally designed to build on the previous one—moving from individual concept learning to real-world application and communication. The table below outlines how each component fits into this sequence and what you are expected to accomplish through it.

| Component            | Purpose                                                                       | What You Will Do                                                                                                     |
|----------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| SmartBook Reading    | Theory and concept preparation (before class)                                 | Read textbook chapters and complete adaptive practice problems through McGraw Hill Connect before class.             |
| Lecture              | Real-world application and current issue discussion                           | Engage with the lecture, then reflect on a current HR-related issue and share your own perspective.                  |
| Assessment Quiz      | Post-class concept review                                                     | Complete an open-book chapter quiz after the chapter has been covered in class.                                      |
| Case analysis        | Simulation-based practical application                                        | Take on the role of an HR manager and solve real-world scenarios through case study.                                 |
| Team Presentation    | Team collaboration, analytical decision making, and stakeholder communication | Work with your team to analyze case data, make HR recommendations, and prepare presentation slides for stakeholders. |
| Midterm & Final Exam | Self-directed learning assessment                                             | Demonstrate your individual understanding of HRM concepts, frameworks, and applicable laws.                          |

## Grade Components & Policies

How your grade is calculated: Each component is scored out of 100 points. The average score for each component is multiplied by its corresponding weight and summed to calculate your final course grade.

| Component                        | Weight | Scoring Details                                                  |
|----------------------------------|--------|------------------------------------------------------------------|
| Attendance & Class Participation | 5%     | Engagement and class participation                               |
| SmartBook Assignments            | 10%    | 9 chapters × 100 pts each; lowest score dropped; best 8 averaged |

| Component                  | Weight      | Scoring Details                                                  |
|----------------------------|-------------|------------------------------------------------------------------|
| Chapter Assessment Quizzes | 10%         | 8 chapters × 100 pts each; lowest score dropped; best 7 averaged |
| Case analysis              | 25%         | 5 in-class group activities × 100 pts each; no score drop        |
| Team Presentation          | 20%         | Presentation slides + presentation × 100 pts; no score drop      |
| Exams                      | 30%         | Midterm 15% + Final 15%                                          |
| <b>Total</b>               | <b>100%</b> |                                                                  |

### Final Letter Grade Scale

| A             | B       | C       | D       | F         |
|---------------|---------|---------|---------|-----------|
| 90% and above | 80%–89% | 70%–79% | 60%–69% | Below 60% |

### General Policies

- **Due dates:** Assignment deadlines are listed in Blackboard and in the course schedule. It is strongly recommended that you do not wait until the last day.
- **No extensions or make-ups:** As a general rule, extensions and make-ups are not available for any assignments. The assignment windows and the SmartBook drop allowance are designed to provide flexibility for unexpected situations. (See Section 6 for a limited make-up policy that applies only to the midterm exam.)
- **Academic integrity:** Open-book assignments may be discussed with classmates, but each student must submit their own individual work. Submitting another student's work as your own is academic dishonesty and will be reported to Student Conduct.

### Assignment Policies: Detailed Guidelines

#### 1. Attendance and class participation — 5% of Course Grade

Although attendance may not be taken at every class, students are expected to attend and participate in every class. Students should prepare for all classes even if they miss and are responsible for material covered in their absence.

Class participation is essential for the application and integration of acquired knowledge and is expected in this class. To prepare for class discussions, please complete the assigned SmartBook and case readings before class. Your participation will be graded based on the following criteria:

- **Preparation:** Complete the readings before class and be ready to participate in discussions about the concepts and problems.
- **Application:** Apply theory and concepts from readings and lectures to the analysis of cases and problems discussed in class.
- **Engagement:** Actively engage with other class members in discussions.
- **Contribution:** Ensure your contributions move the class discussion forward.

- **Presentation:** Be prepared to present and discuss your case analyses in class.

To encourage participation and ensure diverse perspectives, I will periodically raise “cold call” questions. This is to stimulate discussion, encourage preparation, and share different viewpoints.

## **2. SmartBook Assignments — 10% of Course Grade**

SmartBook is an adaptive learning tool designed to help you build a solid understanding of textbook concepts before watching the lecture. Completing SmartBook before the lecture is strongly encouraged. It will make the lecture significantly easier to follow and retain.

### **Access & Format**

SmartBook assignments are accessible directly from the corresponding Blackboard module. You do not need to log into McGraw Hill Connect separately. SmartBook is open-book and open-resource. You may discuss the material with classmates; however, each student must complete and submit their own SmartBook assignment individually. Each chapter typically requires approximately 40 minutes to 1 hour.

### **Due Dates**

Each SmartBook assignment is due by 11:59 PM (CT) on the Sunday immediately before the first class meeting in which its chapter is covered. Exact dates are listed in Blackboard and in the course schedule.

### **Score Drop Policy**

Your lowest SmartBook score (one chapter) will be dropped. Your final SmartBook grade is based on the average of your best 8 scores  $\times$  10%. If you experience an unexpected situation during the session, you may use this dropped score allowance for that chapter.

**No Extensions or Make-ups:** Extensions and make-ups are not available, and assignments cannot be reopened once the assignment window closes.

## **3. Chapter Assessment Quizzes — 10% of Course Grade**

Chapter Assessment Quizzes are designed as a review and reinforcement component following the SmartBook preparation and lecture sequence. Quizzes help you consolidate your understanding of key concepts covered in each chapter.

### **Format**

Quizzes are open-book. You may refer to your notes or discuss with classmates while completing them; however, each student must submit their own individual quiz. Quizzes are available through the corresponding Blackboard module. It is strongly recommended that you complete quizzes well before the deadline. Unexpected technical issues can occur, and I am not able to assist with technical problems on the McGraw Hill platform.

### **Due Dates**

Each Chapter Assessment Quiz is due by 11:59 PM (CT) on the Sunday following the final class meeting in which its chapter is covered. When a chapter is covered across two class meetings, the quiz is due on the Sunday following the second meeting. Exact dates are listed in Blackboard and in the course schedule.

### **Grading**

Your lowest Chapter Assessment Quiz score (one chapter) will be dropped. Your final Chapter Assessment Quizzes grade is based on the average of your best 7 scores  $\times$  10%.

**No Extensions or Make-ups:** Extensions and make-ups are not available, and quizzes cannot be reopened once the assignment window closes.

#### **4. Case analyses — 25% of Course Grade**

There will be five case analyses throughout the semester. You will work with your group to complete each analysis in class, discuss the case, and present your recommendations to the class. Each assigned case must be read before class by the deadline listed in the course schedule.

**No Extensions, Make-ups, or Score Drops:** There is no dropped score for case analysis. Please communicate beforehand if you could not come to class or could not complete a case analysis. Extensions and make-ups are not available.

#### **5. Team Presentation — 20% of Course Grade**

The goal of the team presentation is to develop collaboration and analytical skills by analyzing data, making HR decisions, and communicating recommendations to stakeholders. Each team will submit one set of presentation slides based on its analysis and conclusions. Specific guidelines and further details about the case will be provided later in the semester.

#### **6. Exams — 30% of Course Grade (Midterm 15% + Final 15%)**

The course includes two equally weighted exams: a midterm and a final. Each exam is worth 15% of your final course grade. I will provide specific guidelines and format details before each exam.

#### **Important Policies and Resources**

**University Email Policy and Course Communications:** All correspondence between professors and students must occur via University email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at [helpdesk@tamusa.edu](mailto:helpdesk@tamusa.edu) or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the course, so you may need to follow up with them.

**Academic Accommodations for Individuals with Disabilities:** Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us at the website, or email us at [dss@tamusa.edu](mailto:dss@tamusa.edu). Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their academic accommodations with Disability Support Services and their instructors as soon as possible.

**Academic Learning Center:** All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. The Academic Learning Center provides free course-based tutoring to all currently enrolled students. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the Tools section of Blackboard. You can contact the

Academic Learning Center by emailing [tutoring@tamusa.edu](mailto:tutoring@tamusa.edu), calling (210) 784-1307, or visiting the Central Academic Building, room 202. Online tutoring is also available for after-hours and weekend assistance.

**Counseling/Mental Health Resources:** As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, visit our website, call 210-784- 1331, or visit Madla 120 between the hours of 8:00 AM and 5:00 PM. All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. Crisis support is available 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App. The TELUS Student Support App provides a variety of mental health resources including 24/7/365 support for in-the-moment distress, crisis support, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.

**Emergency Preparedness:** JagE Alert is Texas A&M University-San Antonio's mass notification system. In the event of an emergency, such as inclement weather, students, staff, and faculty who are registered will have the option to receive a text message and email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>. More information about Emergency Operations Plan and the Emergency Action Plan can be found here. Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

**Financial Aid and Verification of Attendance:** According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the course may also need to return a portion of their federal aid.

**Jaguar Writing, Language, and Digital Composing Center (WLDCC):** The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. The Writing Center offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments

with the Writing Center in JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. The Writing Center can also be reached by emailing [writingcenter@tamusa.edu](mailto:writingcenter@tamusa.edu).

**Meeting Basic Needs:** Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE report for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus.

**Military Affairs:** Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or contact the Office of Military Affairs with any questions at [military.va@tamusa.edu](mailto:military.va@tamusa.edu) or (210) 784-1397.

**Religious Observances:** Texas A&M University-San Antonio recognizes the wide variety of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes (or the equivalent proportional date for compressed sessions).

**The Six-Drop Rule:** Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as “F” grades and will impact the student's GPA.

**Statement of Harassment and Discrimination:** Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or [titleix@tamusa.edu](mailto:titleix@tamusa.edu). Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic

and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

**Pregnant/Parenting Students:** Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition.

Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K). Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources. Young Jaguars can support parenting students with daycare; for more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (210) 784-2636.

**Students' Rights and Responsibilities:** Students at Texas A&M University-San Antonio have both rights and responsibilities. Students have the right to participate in a free exchange of ideas, to participate in all areas and activities of the University free from discrimination, to personal privacy except as otherwise provided by law, and to a fundamentally fair process in disciplinary actions. Students are responsible for respecting the rights and property of others, being acquainted with University rules and policies, recognizing that student actions reflect on the University, recognizing the University's obligation to provide a safe learning environment, and checking university email for official notifications. Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Academic misconduct is any act that gives an unfair advantage to the student. For more information, visit the Office of Student Rights & Responsibilities website.

**AI Policy:** Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.