



**Course Syllabus: HSAD 4123 Healthcare Personnel
(includes 5123 students)
College of Health and Human Services
Fall 2026**

Contact Information

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Course Description

The purpose of the class is to introduce students to the essential role of Human Resources Management (HRM) within healthcare organizations. The degree to which healthcare organizations manage human resources will largely determine the success of the organization. The course serves as a comprehensive foundation for those aspects of human resource planning, development, and administration vital to the human resource manager, line managers and senior leaders. The instructor will cover primary functional areas of HRM including the legal environment, job analysis and design, recruitment/hiring and retention, organizational and employee development, performance management, compensation and benefits, organized labor, diversity and inclusion, employee wellbeing, and quality improvement. Main topics include strategy to ensure business success, current trends, and unique aspects of the healthcare arena.

Through the text readings, instructor notes, articles, videos, tests, written assignments, and discussions the student will focus on the following:

Strategic HRM.

HR plays an active role in aligning HRM practices with the goals, mission, and strategy of the organization. Understand the vision of HR in which the responsibility of managing people is the responsibility of everyone in the organization. Describe strategic methodologies.

Healthcare Professionals.

Understand major healthcare professions. Review unique characteristics of professions, with emphasis on function, education, licensure, changing roles, and future job prospects.

Legal and Ethical Environment.

Understand the enormous body of applicable laws and regulations. Review includes employee rights, discipline and privacy, sexual harassment, discrimination, equal employment opportunity, and protection of LGBTQ+ individuals.

Job Analysis and Job Design.

Understand that job analysis and design form the essential foundation for virtually every other HR function. Job analysis provides the purpose and content of jobs, which allows for the creation of job descriptions and identification of job qualifications. Effective recruitment and equitable compensation depend on a clear understanding of job responsibilities. The instructor will cover analytical tools. Understand various job redesign strategies to improve individual, group, and organizational performance.

Recruitment, Selection, and Retention.

Understand the notion that all related activities must be job-related and legally defensible. Understand the struggle that healthcare organizations face in attracting, hiring, and retaining workers, especially in the post-COVID age. Understand the reasons why employees accept jobs and choose to stay or leave. Understand effective recruitment and selection strategies including social media.

Organizational and Employee Development (OED).

Understand that OED is a characteristic of all successful organizations, yet many do not focus on the link between these initiatives and organizational culture. Describe the link between organizational success and items such as employee engagement, effective onboarding, succession planning, coaching, mentoring, and training and development.

Performance Management.

Understand why performance management and improvement are central features of successful healthcare organizations. Financial rewards often exist for excellent performance. Successful organizations depend on high-performing employees and multi-disciplinary teams. One should seek to improve overall performance by accurately gauging employee performance and team effectiveness, providing feedback and coaching, and designing improvement strategies and evaluating such efforts.

Compensation Practices, Planning, and Challenges.

Comprehend the organizational challenges of balancing internal equity and external competitiveness. Understand physician pay-for-performance models and changes between physicians and organizations, which affect physician compensation.

Employee Benefits.

Gain an understanding of employee benefits including history, current practices and issues, budget implications, and benefit administration. Have regard for mental health, wellness, and fitness programs.

Organized Labor.

Define the role of union organization in the healthcare arena, which continues to evolve. Healthcare and the public sector are two major targets of union organizing. Comprehend applicable legislative and judicial rulings and the role of social media. Know elements of organizing activity, collective bargaining, contract administration, and the implications of COVID on labor relations.

Diversity, Inclusion, and Belonging in the Workplace.

With an increasingly diverse U.S. population, healthcare organizations must understand these concepts to attract and retain diverse employees that reflect the populations they serve. Know the importance of inclusive leadership to shape the culture and implement concrete actions to move toward greater inclusivity.

Applying Quality Improvement and Implementation.

Such concepts are a mainstay of healthcare organizations. Know strategies for effective development, implementation, and measurement of quality initiatives designed to improve efficiency and healthcare outcomes.

Employee Well-Being.

After COVID, organizations had to manage operations amid a scarcity of healthcare workers. Describe effective strategies for dealing with stress and burnout as well as specific concerns for nurses, physicians, healthcare executives, and others.

Textbook & Instructional Materials

Sampson, C. J., & Fried, B. J. (2023). *Fundamentals of human resources in*

healthcare (3rd ed.). Gateway to HR Management. ISBN 978-1640553798

Assignments per online D2L module

Tutoring Assistance

Call, email, or text instructor.

Instructor will post class updates and comments via the Course Home and then News section of D2L. See top banner, far left.

Student Handbook

Refer to: [Student Handbook](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other people, either published or unpublished, without

following the accepted techniques of crediting, or the submission of work that does not credit the proper author. Cheating is 1) the use of unauthorized assistance, 2) dependence upon the aid of sources beyond those authorized by the instructor, or 3) acquisition, without permission, of tests or other academic material. Collusion is collaboration with another person in preparing work offered for credit if the faculty member in charge does not authorize that collaboration. Additional guidelines on procedures in these matters may be found in the Office of Student Conduct. [Office of Student Conduct](#)

Academic Honesty: the instructor assumes that the written work turned in reflects the student's own ideas and words unless the work is specifically attributed to another source. The instructor allows quoting or paraphrasing in moderation. Acknowledgment of the ideas, writings, or opinions that are borrowed must be stated. Uncited and/or unnoted quotes are never acceptable, and points will be deducted. Academic dishonesty is not acceptable and is a breach of the student Code of Ethics. Dishonesty includes plagiarism, submitting work that was not prepared by the appropriate student (fraud), and helping other students with their work when expressly prohibited (cheating).

Plagiarism: Includes using direct quotes or sections of writing from other authors (this includes fellow students) without the appropriate notations and/or citations OR rewording portions of another author's paper without appropriate citations. Plagiarism is the use of another person's published or unpublished work without full and clear acknowledgement. All written assignments for this class will be submitted to a computer-based review to assess it for evidence of plagiarism.

Artificial Intelligence: The use of any artificial writing generator (ex: Chat GPT) is strictly prohibited unless explicitly allowed by the instructor. The use of artificial writing generators can and will be deemed a violation of the university's honor system. Any or all parts of a written assignment identified as having elements of writing attributed to an artificial writing source will automatically receive a zero (0) for a grade. ***Students will not be allowed to make up those assignments.** This course uses software that detects AI generators. For more policy information regarding cheating and plagiarism, see the appropriate sections of this syllabus.

Moffett Library

Moffett Library provides resources and services to assist students, including books, peer-reviewed journals, databases, and multimedia resources accessible both on campus and remotely. The library offers media equipment checkout, reservable study rooms, and research assistance from librarians to help students effectively find, evaluate, and use information. Get started on this [Moffett Library Webpage](#) to explore these resources and learn how to best utilize the library.

Grading

Assignments	Points
Discussions	25

Assignments	Points
Written Assignments/Projects (2 at 15 points each)	30
Quiz	15
Final Exam	30
Total Points	100

Grade	Points
A	90-100
B	80 to 89
C	70 to 79
D	60 to 69
F	Less than 60

Discussions

To receive full credit for the discussions, you must first answer the instructor-posed questions and then respond to at least two (2) other students. Saying "I agree" or "That's a great point" does not count as a response. The response must be carefully thought out and drawn upon the readings or other appropriate outside sources. One goal of the class is to interact with others within the same timeframe. Therefore, make-up discussion work is not acceptable after the due date. Students must have at least one (1) reference to support their thoughts in the initial post, but they may use the text as a reference. Citations in the initial post, both in-text and in the reference section of the post, must be in APA format. Failure to complete the discussion will result in a zero (0).

Quiz and Final Exam

There will be a quiz and a final exam. Both are online with multiple choice and true/false questions. Each will be timed from the start of the exam/quiz. These are closed book tests. The final exam is cumulative. Please review news items posted by the MSU IT staff on the Lockdown Browser and direct any specific questions to MSU IT. This is accessible through D2L in the assessment section. Students do not need a proctor but will need a computer with a webcam. Exams and quizzes will be taken via Respondus. Dates and more detailed information are in the course schedule, the grading section of the syllabus, and the D2L News section. Students must follow prompts and show their ID, work area, etc. Video will be reviewed.

[RespondusLockdown](#)

Failure to take the exam or quiz when assigned will normally result in a zero (0).

Writing Assignments and Projects

Review guidance in the D2L classroom-Read Me First under Table of Contents. There will be two (2) writing assignments/projects which focus on responding to

a given scenario and set of instructions. The project may include preparing a PowerPoint presentation. The writing assignment (WA) must have a minimum of **two (2)** referenced, peer-reviewed articles from an academic journal. This does NOT include textbooks, or commercial or government websites. Students will lose points for each missing peer-reviewed reference. If a student is not sure if a journal is peer-reviewed, go to its homepage, and check the author's instructions. That will indicate if it is a peer-reviewed journal. If you cannot find the author's instructions, then it is probably not a peer-reviewed journal. Also, see the Read Me First section in D2L.

The instructor will review each assignment/project, point out its strengths, and offer suggestions for improvements within ten (10) working days of its submission. Each assignment/project is designed to be practical and realistic in nature to assist students in future professional roles.

By enrolling in this course, the student expressly grants Midwestern State University (MSU) a limited right in all intellectual property created by the student for the purpose of this course. The limited right shall include, but shall not be limited to, the right to reproduce the student's work product to verify originality and authenticity, and for educational purposes. MSU makes Turnitin available to the instructor for the purpose of verifying the originality of a student's work.

Assignments will have submission instructions. Students must submit the WA in Microsoft WORD, and it should show as a .doc or a .docx. It is the student's responsibility to check to see if the file is uploaded properly and in the correct format (doc or .docx). PowerPoint submissions will require the appropriate file name and type. If the instructor cannot open the document, it is the same as if the student did not submit it. If students have difficulty uploading a document, they should contact MSU tech support for help (check your main class page for the help link). Keep instructor advised of problems.

Failure to submit an assignment/project on time will normally result in a zero (0).

For the WA, students must use APA style (see the APA manual or OWL for more explanation and/or the Read Me First section in D2L). This includes double-spacing in Times New Roman 12 Font and an appropriate cover page (name, date, class, etc.) with each page of the paper numbered. An abstract is not necessary. A running header is not necessary. A reference page should be double-spaced with the second line of each entry indented. Both in-text citations and those listed in the reference section must be in APA format. Failure to follow the above format will result in an automatic subtraction of points from the final WA grade.

The instructor will enable Turnitin. Be careful not to use too much quoted or cited material as this may negatively impact the Turnitin score.

Student Work

Good grammar is essential when attempting to communicate via written documents, so grammar issues will result in an automatic deduction depending on how hard it is for the instructor to interpret the meaning.

Extra Credit

There is generally no extra credit in the class.

Late Work

All assignments must be turned in on **time**, or students will normally receive a grade of zero (0). If an emergency occurs, students must ask for permission to turn in their work late no later than three (3) days prior to the due date of the assignment. Students will be asked to provide reasonable proof of the emergency. Work or personal computer difficulties do not count as emergencies. So, DO NOT WAIT until the last hour to submit work. This is especially important for those who have had prior difficulties uploading documents. Email MSU tech support for help immediately if you have technical difficulties. They are online after normal campus work hours and can help with uploading documents. Keep the instructor updated regarding the problems. If the problem is on MSU's end and the distance tech support cannot fix it quickly, they will let the instructor know.

Important Dates

The schedule, in this syllabus, is arranged via weekly assignments. Important dates are in this schedule.

Last day for term schedule changes: Check date on [Academic Calendar](#).

Deadline to file for Dec graduation: Sept 21, 2026.

Last Day to drop with a grade of "W:" Nov 23, 2026.

Refer to: [Drops, Withdrawals & Void](#)

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. Students can log into [D2L](#) through the MSU Homepage. If students experience difficulties, please contact the MSU technicians listed for the program. Students should keep the instructor advised of difficulties. Instructor will post class updates and comments via the Course Home and then News section of D2L. See top banner, far left.

Attendance

This is an online class. Regular and timely online classroom discussion is required. Students are expected to consistently participate in class activities. Submission of assignments/projects and completion of online tests/quizzes are required by the due dates. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor records will

stand as evidence of absences and failure to do the work. A student with excessive absences may be dropped from the class.

Online Computer Requirements

Taking an online class requires the student to have access to a computer (with Internet access) to complete and upload assignments. It is the student's responsibility to have (or have access to) a working computer in this class.

****Assignments and tests/quizzes are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests/quizzes, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. ****A student's computer being down is not an excuse for missing a deadline!!*** There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the Internet. If any student has technical difficulties, contact the MSU student helpdesk that is available. College personnel cannot work directly on student computers due to both liability and resource limitations. However, they can help students get connected to MSU online services. Advise your instructor immediately upon having computer trouble. For help, log into [D2L](#).

Instructor Class Policies

Students are expected to always be courteous to other students and to the instructor. Online classes often continue as scheduled in inclement weather. Instructor will advise students if this changes.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from MSU may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans, and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. Two formulas (federal and state) exist in determining the amount of the refund. Examples of each refund calculation will be made available upon request.

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational

programs and activities. After notification of acceptance, students requiring accommodation should make an application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation about a disability will be required to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

Obligation to Report Sex Discrimination under State and Federal Law

Midwestern State University (MSU) is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. State and federal law requires University employees to report sex discrimination and sexual misconduct to the University's Office of Title IX. As a faculty member, I am required to report to the Title IX Coordinator any allegations, personally observed behavior, or other direct or indirect knowledge of conduct that reasonably may constitute sex discrimination or sexual misconduct, which includes sexual assault, sexual harassment, dating violence, or stalking, involving a student or employee. After a report is made, the office of Title IX will reach out to the affected student or employee in an effort to connect such person(s) with resources and options in addressing the allegations made in the report. You are also encouraged to report any incidents to the office of Title IX. You may do so by contacting:

Laura Hetrick

Title IX Coordinator
Sunwatcher Village Clubhouse
940-397-4213
laura.hetrick@msutexas.edu

[You may also file an online report 24/7](#)

Should you wish to visit with someone about your experience in confidence, you may contact the MSU Counseling Center at 940-397-4618. More information on the [University's policy on Title IX or sexual misconduct](#).

Pregnant and Parenting Students

To support the academic success of pregnant and parenting students and students with pregnancy related conditions, the University offers reasonable modifications based on the student's particular needs. Any student who is pregnant or parenting a child up to age 18 or has conditions related to pregnancy, may contact MSU's designated Pregnancy and Parenting Liaison to discuss support available through the University. The Liaison can be reached by emailing ruby.garrett@msutexas.edu or calling 940-397-4500. Should a student communicate with me that they are pregnant or have a pregnancy-related condition or may need additional resources related to pregnancy or parenting, I will communicate that student's information to the Title IX Coordinator, who will work with the student and others, as needed, to ensure equal access to the University's education program or activity.

A pregnant student, a parenting student, or a student with pregnancy-related conditions may be provided with supportive measures, based on the student's individualized needs, analogous to those provided to a student with a temporary medical condition, and provided such supportive measures do not fundamentally alter the nature of an education program or activity. Such supportive measures may include, but are not limited to:

For pregnant students:

- (1) Providing breaks during class to express breast milk, breastfeed, or attend to health needs associated with pregnancy or related conditions, including eating, drinking, or using the restroom.
- (2) Excusing intermittent absences to attend medical appointments.
- (3) Providing access to online or homebound education, including the providing of access to instructional materials and video recordings of lectures (to the extent such materials, recordings are made available to any student with an excused absence).
- (4) Facilitating changes in schedule or course sequence, including extensions of time for coursework and rescheduling of tests and examinations and/or providing opportunity to make up missed assignments/assessments (such time extensions shall be applied in the same manner as the University grants and provides ADA/504 accommodations for additional time).
- (5) Allowing a student to sit or stand or carry or keep water nearby.
- (6) Offering counseling.
- (7) Facilitating changes in physical space or supplies (for example, access to a larger desk or a footrest).
- (8) Allowing the student to maintain a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals or unborn children.
- (9) Providing elevator access.
- (10) Facilitating a voluntary leave of absence from the University if the student is in good academic standing at the time the student takes a leave of absence and facilitating a return to the student's degree or certificate program without being required to reapply for admission if the student remains in good academic standing.
- (11) Making other necessary changes to policies, practices, or procedures.

For Parenting Students:

- (1) Facilitating priority registration to the extent the University provides early registration for any other group of students; or
- (2) Facilitating a voluntary leave of absence from the University if the student is in good academic standing at the time the student takes a leave of

absence and facilitating a return to the student's degree or certificate program without being required to reapply for admission.

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of MSU are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state, and federal law for any offenses involving illicit drugs on university property or at university-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady – Active Shooter](#). Students are encouraged to watch the video entitled "Run. Hide. Fight." which may be electronically accessed via the University police department's webpage: ["Run. Hide. Fight."](#)

Grade Appeal Process

Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

***Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule

Week or Module	Activities/Assignments/Exams	Due Date
Week 1 8/24 to 8/30	Chap 1 Strategic HRM, D2L	8/30/26 by 11:59 pm
Week 2 8/31 to 9/6	Chap 3 Legal and Ethical Environment, D2L	9/6/26 by 11:59 pm
Week 3 9/7 to 9/13	Chap 4 Job Analysis and Design, D2L. No class 9/7 Labor Day	9/13/26 by 11:59 pm
Week 4 9/14 to 9/20	Chap 5 Recruitment, Selection and Retention, D2L	9/20/26 by 11:59 pm
Week 5 9/21 to 9/27	Writing Assignment #1 and Chap 6 Organ. and Employee Devel., D2L	9/27/26 by 11:59 pm
Week 6 9/28 to 10/4	Chap 2 Healthcare Professions, D2L	10/4/26 by 11:59 pm
Week 7 10/5 to 10/11	Chap 7 Performance Mgt., D2L	10/11/26 by 11:59 pm
Week 8 10/12 to 10/18	Quiz (Weeks 1 – 7, Chaps 1 - 7), D2L. Quiz is timed, 90 minutes from start time, 30 questions.	Quiz (timed) Friday - 10/16/26 12:01 am - 11:59 pm Discussion 10/18/26 by 11:59 pm
Week 9 10/19 to 10/25	Chap 8 Compensation, Planning and Challenges, D2L	10/25/26 by 11:59 pm
Week 10 10/26 to 11/1	Chap 9 Benefits. D2L	11/1/26 by 11:59 pm
Week 11 11/2 to 11/8	Chap 10 Organized Labor, D2L	11/8/26 by 11:59 pm
Week 12 11/9 to 11/15	Writing Assignment #2, D2L	11/15/26 by 11:59 pm
Week 13 11/16 to 11/22	Chap 11 Diversity, Inclusion and Belonging and Chap 13 Employee Well Being, D2L	11/22/26 by 11:59 pm
Week 14 11/23 to 11/29	Break 11/26 -11/27 Short week, D2L	N/A
Week 15 11/30 to 12/4	Chap 12 Applying Quality Improvement – short week. D2L. 12/4 last day of classes	N/A
Monday 12/7/26	Final (timed) Exam Cumulative - Max. 180 minutes from start time, 60 questions.	Mon. 12/7/26 - 12:01 am to 11:59 pm

