University of Texas at Arlington
MANA 3320.001: Human Resource Management
2020 Summer First Five Weeks

Professor: Tom Graca
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Office Hours: by appointment
Make an Appointment: https://www.tinyurl.com/TomUTA
Office Number: COBA 231

Other Ways for Us to Connect:

Meeting Location: https://uta.instructure.com/courses/46529

Meeting Days and Times: For the most part, the course is designed to be asynchronous. However, the exams are scheduled on specific days – but with very large windows (fifteen hours) during which the exams can be completed.

Structure and Format: This section of “Human Resource Management” is structured around sixteen learning modules which correspond with the sixteen chapters in the required textbook. In general, each module contains:
- readings from the textbook (required),
- a pre-recorded mini lecture from the professor (required),
- slides from the lecture (strongly recommended), and
- a discussion board (optional).

After each set of four required modules, there will be a synchronous discussion at https://teams.microsoft.com/l/team/19%3a0f8cf3d8140940fca475643098c47efe%40thread.tacv2/conversations?groupId=e2150893-134c-47c0-8472-3e8c19e5d205&tenantId=5cde5b43-d7be-4caaa-8173-729e3b0a62d9 (optional).

The ongoing global COVID-19 pandemic requires that our interactions this term be limited to electronic media.
Description of Course Content:

Process of effective management of human resources and those elements essential to such a process. The objectives of an adequate personnel program. Effective planning, recruitment, selection, training. Employee compensation and the nature of pay and its relative importance. The nature of union-management relationships. The impact of organized labor upon personnel management. Prerequisite: 60 credit hours.

Expected Student Learning Outcomes:

In Module 1, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) defining human resource management and explaining how HRM contributes to an organization’s performance;
2) identifying the responsibilities of human resource departments;
3) summarizing the types of competencies needed for human resource management;
4) explaining the role of supervisors in human resource management;
5) discussing ethical issues in human resource management; and
6) describing typical careers in human resource management.

In Module 2, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) describing trends in the labor force composition and how they affect human resource management;
2) summarizing areas in which human resource management can support the goal of creating a high-performance work system;
3) defining employee empowerment and explaining its role in the modern organization;
4) identifying ways HR professionals can support organizational strategies for growth, quality, and efficiency;
5) summarizing ways in which human resource management can support organizations expanding internationally;
6) discussing how technological developments are affecting human resource management;
7) explaining how the nature of the employment relationship is changing; and
8) discussing how the need for flexibility affects human resource management.

In Module 3, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) explaining how the three branches of government regulate human resource management;
2) summarizing the major federal laws requiring equal employment opportunity;
3) identifying the federal agencies that enforce equal employment opportunity and describing the role of each;
4) describing ways employers can avoid illegal discrimination and provide reasonable accommodation;
5) defining sexual harassment and telling how employers can eliminate or minimize it;
6) explaining employers’ duties under the Occupational Safety and Health Act;
7) describing the role of the Occupational Safety and Health Administration; and
8) discussing ways employers promote worker safety and health.

In Module 4, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) summarizing the elements of work flow analysis;
2) describing how work flow is related to an organization’s structure;
3) defining the elements of a job analysis and discussing their significance for human resource management;
4) telling how to obtain information for a job analysis;
5) summarizing recent trends in job analysis;
6) describing methods for designing a job so that it can be done efficiently;
7) identifying approaches to designing a job to make it motivating;
8) explaining how organizations apply ergonomics to design safe jobs; and
9) discussing how organizations can plan for the mental demands of a job.
In Module 5, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) discussing how to plan for human resources needed to carry out the organization’s strategy;
2) determine the labor demand for workers in various job categories;
3) summarizing the advantages and disadvantages of ways to eliminate a labor surplus and avoid a labor shortage;
4) describing recruitment policies organizations use to make job vacancies more attractive;
5) listing and compare sources of job applicants; and
6) describing the recruiter’s role in the recruitment process, including limits and opportunities.

In Module 6, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) identifying the elements of the selection process;
2) defining ways to measure the success of a selection method;
3) summarizing the government’s requirements for employee selection;
4) compare the common methods used for selecting human resources;
5) describing major types of employment tests;
6) discussing how to conduct effective interviews; and
7) explaining how employers carry out the process of making a selection decision.

In Module 7, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) discussing how to link training programs to organizational needs;
2) explaining how to assess the need for training;
3) explaining how to assess employees’ readiness for training;
4) describe how to plan an effective training program;
5) comparing widely used training methods;
6) summarizing how to implement a successful training program;
7) evaluating the success of a training program; and
8) describing training methods for employee orientation and onboarding and for diversity management.

In Module 8, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) discussing how development is related to training and careers;
2) identifying the methods organizations use for employee development;
3) describing how organizations use assessment of personality type, work behaviors, and job performance to plan employee development;
4) explaining how job experiences can be used for developing skills;
5) summarizing principles of successful mentoring programs;
6) telling how managers and peers develop employees through coaching;
7) identifying the steps in the process of career management; and
8) discussing how organizations are meeting the challenges of the “glass ceiling,” succession planning, and dysfunctional managers.

In Module 9, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) defining high-performance work systems and identifying the elements of such a system;
2) summarizing the outcomes of a high performance work system;
3) describing the conditions that create a high-performance work system;
4) explaining how human resource management can contribute to high performance;
5) discussing the role of HRM technology in high-performance work systems; and
6) summarizing ways to measure the effectiveness of human resource management.
In Module 10, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) identifying the activities involved in performance management;
2) discussing the purposes of performance management systems;
3) defining five criteria for measuring the effectiveness of a performance management system;
4) comparing the major methods for measuring performance;
5) describing major sources of performance information in terms of their advantages and disadvantages;
6) defining types of rating errors and explaining how to minimize them;
7) explaining how to provide performance feedback effectively;
8) summarizing ways to produce improvement in unsatisfactory performance; and
9) discussing legal and ethical issues that affect performance management.

In Module 11, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) distinguish between involuntary and voluntary turnover, and describing their effects on an organization;
2) discussing how employees determine whether the organization treats them fairly;
3) identifying legal requirements for employee discipline;
4) summarizing ways in which organizations can discipline employees fairly;
5) explaining how job dissatisfaction affects employee behavior; and
6) describing how organizations contribute to employees’ job satisfaction and retain key employees.

In Module 12, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) identifying the kinds of decisions involved in establishing a pay structure;
2) summarizing legal requirements for pay policies;
3) discussing how economic forces influence decisions about pay;
4) describing how employees evaluate the fairness of a pay structure;
5) explaining how organizations design pay structures related to jobs;
6) describing alternatives to job-based pay;
7) summarizing how to ensure that pay is actually in line with the pay structure; and
8) discussing issues related to paying employees serving in the military and paying executives.

In Module 13, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) discussing the connection between incentive pay and employee performance;
2) describing how organizations recognize individual performance;
3) identifying ways to recognize group performance;
4) explaining how organizations link pay to their overall performance;
5) describing how organizations combine incentive plans in a balanced scorecard;
6) summarizing processes that can contribute to the success of incentive programs; and
7) discussing issues related to performance-based pay for executives.

In Module 14, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) discussing the importance of benefits as a part of employee compensation;
2) summarizing the types of employee benefits required by law;
3) describing the most common forms of paid leave;
4) identifying the kinds of insurance benefits offered by employers;
5) defining the types of retirement plans offered by employers;
6) describing how organizations use other benefits to match employees’ wants and needs;
7) explaining how to choose the contents of an employee benefits package;
8) summarizing the regulations affecting how employers design and administer benefits programs; and
9) discussing the importance of effectively communicating the nature and value of benefits to employees.
In Module 15, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:
1) defining unions and labor relations and their role in organizations;
2) identifying the labor relations goals of management, labor unions, and society;
3) summarizing laws and regulations that affect labor relations;
4) describing the union organizing process;
5) explaining how management and unions negotiate contracts;
6) summarizing the practice of contract administration; and
7) describing new approaches to labor-management relations.

In Module 16, successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:
1) summarizing how the growth in international business activity affects human resource management;
2) identifying the factors that most strongly influence HRM in international markets;
3) discussing how differences among countries affect HR planning at organizations with international operations;
4) describing how companies select and train human resources in a global labor market;
5) discussing challenges related to managing performance and compensating employees from other countries; and
6) explaining how employers prepare managers for international assignments and for their return home.

**Required Textbook:**


Several textbook formats are available, including:

**Examinations:** There will be four multiple-choice-type exams on the dates described later in this syllabus.

**Grading:** A student’s grade for the course is determined by the arithmetic mean of four exam scores.

- A $\geq$ 90 %
- B $\geq$ 80 %
- C $\geq$ 65 %
- D $\geq$ 50 %
- F $\geq$ 0 %

**Make-up Exams:** Make-up exams are offered in only the most extreme and unexpected circumstances.

**Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (http://wweb.uta.edu/aao/fao/).
Disability Accommodations: UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: The Office for Students with Disabilities, (OSD) www.uta.edu/disability/ or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.

Counseling and Psychological Services (CAPS) www.uta.edu/caps/ or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

Non-Discrimination Policy: The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit www.uta.edu/ eos.

Title IX Policy: The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. For information regarding Title IX, visit www.uta.edu/titleIX or contact Ms. Michelle Willbanks, Title IX Coordinator at (817) 272-4585 or titleix@uta.edu.

Academic Integrity: Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System Regents’ Rule 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University. Additional information is available at https://www.uta.edu/conduct/. Faculty are encouraged to discuss plagiarism and share the following library tutorials http://libguides.uta.edu/copyright/plagiarism and http://library.uta.edu/plagiarism/.
Electronic Communication: UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at http://www.uta.edu/oit/cs/email/mavmail.php.

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 as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit http://www.uta.edu/news/info/campus-carry/.

Student Feedback Survey: At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit http://www.uta.edu/sfs.

Final Review Week: for semester-long courses, a period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabus. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Emergency Exit Procedures: Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

Student Support Services: UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at http://www.uta.edu/studentsuccess/success-programs/programs/resource-hotline.php.

The IDEAS Center (2nd Floor of Central Library) offers FREE tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. Students can drop in or check the schedule of available peer tutors at www.uta.edu/IDEAS or call (817) 272-6593.
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| Synchronous Chat (optional)                                          | https://teams.microsoft.com/l/team/19%3a0f8ec3d8140940e9a475643098e47efe%40t
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                                                                          893-134c-47c0-8472-3e8c195d205&tenantId=5edc5b43-d7be-4caa-8173-729e3b0a62d9 |
| Quick Introduction to the Course                                     |                                                                          |
| **Tuesday, June 8, 2020**                                            |                                                                          |
| **10:30am-11:30am**                                                  |                                                                          |
| *(will be recorded and posted)*                                      |                                                                          |
| Module 0                                                            | https://uta.instructure.com/courses/46529/modules/267963                |
| Orientation and Introduction                                         |                                                                          |
| Module 1                                                            | https://uta.instructure.com/courses/46529/modules/268764                |
| Managing Human Resources                                            |                                                                          |
| Module 2                                                            | https://uta.instructure.com/courses/46529/modules/268765                |
| Trends in Human Resource Management                                  |                                                                          |
| Module 3                                                            | https://uta.instructure.com/courses/46529/modules/268765                |
| Providing Equal Employment Opportunity and a Safe Workplace          |                                                                          |
| Module 4                                                            | https://uta.instructure.com/courses/46529/modules/268765                |
| Analyzing Work and Designing Jobs                                    |                                                                          |
| **Synchronous Chat (optional)**                                     |                                                                          |
| Module 1 & Module 2 & Module 3 & Module 4                            | https://teams.microsoft.com/l/team/19%3a0f8ec3d8140940e9a475643098e47efe%40t
                                                                          thread.tacv2/conversations?groupId=e2150
                                                                          893-134c-47c0-8472-3e8c195d205&tenantId=5edc5b43-d7be-4caa-8173-729e3b0a62d9 |
| **Thursday, June 11, 2020**                                          |                                                                          |
| **10:30am-11:30am**                                                  |                                                                          |
| *(will be recorded and posted)*                                      |                                                                          |
| **Exam #1**                                                         | https://uta.instructure.com/courses/46529/quizzes/129480                |
| *(Module 1 & Module 2 & Module 3 & Module 4)*                       |                                                                          |
| **Monday, June 15, 2020**                                           |                                                                          |
| **60-minute time limit**                                            |                                                                          |
| Begin exam no earlier than 7:00am on 15 June.                       |                                                                          |
| Complete exam no later than 10:00pm on 15 June.                     |                                                                          |
| Approximately 50 multiple-choice-type questions.                    |                                                                          |
| Open-Book; Open-Notes; Internet; Netflix; Whatever.                  |                                                                          |
| Module 5                                                            | https://uta.instructure.com/courses/46529/modules/268768                |
| Planning for and Recruiting Human Resources                          |                                                                          |
| Module 6                                                            | https://uta.instructure.com/courses/46529/modules/268769                |
| Selecting Employees and Placing Them in Jobs                        |                                                                          |
| Module 7                                                            | https://uta.instructure.com/courses/46529/modules/268770                |
| Training Employees                                                  |                                                                          |
| Module 8                                                            | https://uta.instructure.com/courses/46529/modules/268771                |
| Developing Employees for Future Success                              |                                                                          |

| Synchronous Chat (optional)                                         |                                                                                           |
| Module 5 & Module 6 & Module 7 & Module 8                            | https://teams.microsoft.com/l/team/19%3a0f8ec3d8140940e9a475643098e47efe%40t
                                                                          thread.tacv2/conversations?groupId=e2150
                                                                          893-134c-47c0-8472-3e8c195d205&tenantId=5edc5b43-d7be-4caa-8173-729e3b0a62d9 |
<p>| <strong>Monday, June 22, 2020</strong>                                           |                                                                                           |
| <strong>10:30am-11:30am</strong>                                                 |                                                                                           |
| <em>(will be recorded and posted)</em>                                     |                                                                                           |</p>
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<tr>
<td>Exam #2 (Module 5 &amp; Module 6 &amp; Module 7 &amp; Module 8)</td>
<td><a href="https://uta.instructure.com/courses/46529/quizzes/129481">https://uta.instructure.com/courses/46529/quizzes/129481</a></td>
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<tr>
<td><strong>Tuesday, June 23, 2020</strong> 60-minute time limit Begin exam no earlier than 7:00am on 23 June. Complete exam no later than 10:00pm on 23 June. Approximately 50 multiple-choice-type questions. Open-Book; Open-Notes; Internet; Netflix; Whatever.</td>
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<tr>
<td>Module 9 Creating and Maintaining High-Performance Organizations</td>
<td><a href="https://uta.instructure.com/courses/46529/modules/268773">https://uta.instructure.com/courses/46529/modules/268773</a></td>
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<td>Module 10 Managing Employees' Performance</td>
<td><a href="https://uta.instructure.com/courses/46529/modules/268774">https://uta.instructure.com/courses/46529/modules/268774</a></td>
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<tr>
<td>Module 11 Separating and Retaining Employees</td>
<td><a href="https://uta.instructure.com/courses/46529/modules/268775">https://uta.instructure.com/courses/46529/modules/268775</a></td>
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<tr>
<td>Module 12 Establishing a Pay Structure</td>
<td><a href="https://uta.instructure.com/courses/46529/modules/268776">https://uta.instructure.com/courses/46529/modules/268776</a></td>
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<td>Synchronous Chat (optional) Module 9 &amp; Module 10 &amp; Module 11 &amp; Module 12 <strong>Tuesday, June 30, 2020 10:30am-11:30am</strong> (will be recorded and posted)</td>
<td><a href="https://teams.microsoft.com/l/team/19%3a0f8c3d8140940f6475643098e4ef%40thread.tacv2/conversations?groupId=e2150893-134c-47c0-8472-3e8c195d205&amp;tenantId=5cdc5b43-4caa-8173-729e3b0a62d9">https://teams.microsoft.com/l/team/19%3a0f8c3d8140940f6475643098e4ef%40thread.tacv2/conversations?groupId=e2150893-134c-47c0-8472-3e8c195d205&amp;tenantId=5cdc5b43-4caa-8173-729e3b0a62d9</a></td>
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<tr>
<td>Exam #3 (Module 9 &amp; Module 10 &amp; Module 11 &amp; Module 12) <strong>Thursday, July 2, 2020</strong> 60-minute time limit Begin exam no earlier than 7:00am on 2 July. Complete exam no later than 10:00pm on 2 July. Approximately 50 multiple-choice-type questions. Open-Book; Open-Notes; Internet; Netflix; Whatever.</td>
<td><a href="https://uta.instructure.com/courses/46529/quizzes/129482">https://uta.instructure.com/courses/46529/quizzes/129482</a></td>
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<tr>
<td>Module 13 Recognizing Employee Contributions with Pay</td>
<td><a href="https://uta.instructure.com/courses/46529/modules/268777">https://uta.instructure.com/courses/46529/modules/268777</a></td>
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<tr>
<td>Module 14 Providing Employee Benefits</td>
<td><a href="https://uta.instructure.com/courses/46529/modules/268778">https://uta.instructure.com/courses/46529/modules/268778</a></td>
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<tr>
<td>Module 15 Collective Bargaining and Labor Relations</td>
<td><a href="https://uta.instructure.com/courses/46529/modules/268779">https://uta.instructure.com/courses/46529/modules/268779</a></td>
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<td>Module 16 Managing Human Resources Globally</td>
<td><a href="https://uta.instructure.com/courses/46529/modules/268780">https://uta.instructure.com/courses/46529/modules/268780</a></td>
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<td>Synchronous Chat <em>(optional)</em>&lt;br&gt;Module 13 &amp; Module 14 &amp; Module 15 &amp; Module 16&lt;br&gt;<em>Tuesday, July 7, 2020</em>&lt;br&gt;<em>10:30am-11:30am</em>&lt;br&gt;(will be recorded and posted)</td>
<td>[<a href="https://teams.microsoft.com/l/team/19%3a0f8cf3d8140940f6ea475643098e47efe%40t%7D%7Bthread.tacv2/conversations?groupId=e2150893-134c-47c0-8472-3e8c19c5d205&amp;tenantId=5cdc5b43-d7be-4ca-8173-729e3b0a6d9%5D%7Bhttps://uta.instructure.com/courses/46529/quizzes/129483%7D">https://teams.microsoft.com/l/team/19%3a0f8cf3d8140940f6ea475643098e47efe%40t}{thread.tacv2/conversations?groupId=e2150893-134c-47c0-8472-3e8c19c5d205&amp;tenantId=5cdc5b43-d7be-4ca-8173-729e3b0a6d9]{https://uta.instructure.com/courses/46529/quizzes/129483}</a></td>
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<td>Exam #4&lt;br&gt;(Module 13 &amp; Module 14 &amp; Module 15 &amp; Module 16)&lt;br&gt;<em>Thursday, July 9, 2020</em>&lt;br&gt;60-minute time limit&lt;br&gt;Begin exam no earlier than 7:00am on 9 July.&lt;br&gt;Complete exam no later than 10:00pm on 9 July.&lt;br&gt;Approximately 50 multiple-choice-type questions.&lt;br&gt;Open-Book; Open-Notes; Internet; Netflix; Whatever.</td>
<td>[<a href="https://uta.instructure.com/courses/46529/quizzes/129483%5D%7Bhttps://uta.instructure.com/courses/46529/quizzes/129483%7D">https://uta.instructure.com/courses/46529/quizzes/129483]{https://uta.instructure.com/courses/46529/quizzes/129483}</a></td>
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