



College of Business
Fire and Emergency Services Administration Program
FESA 3334 Personnel Management
Spring 2026; CRN: 600_202620
Course Syllabus

Class Meeting Time and Place: Online Delivery

Class Duration: 01/20/2026—05/12/2026

Instructor: Jonathan McMahan

Tel: 979-820-0757 Text will get quick response

E-Mail: jmcmahan@tamusa.edu

Student emails will receive a reply within 24 hours.

Course Website: <https://tamusa.blackboard.com/>

Office Hours: Text or email me and I will help you ASAP

Online Appt. can be scheduled as needed.

Catalog Course Description:

This course examines relationships and issues in personnel administration and human resource development within the context of fire-related organizations, including personnel management, organizational development, productivity, recruitment and selection, performance management systems, discipline, and collective bargaining.

Course Objectives:

Develop fire service leaders understanding of the basic human resource management and development practices of the fire and emergency services professions. Topics include but are not limited to the development of the merit system and civil service; public sector requirements of hiring, promotion, pay, and benefits; discipline and grievance handling; the development and impact of public sector collective bargaining.

Prerequisites:

None

Student Learning Outcomes

After successful completion of this course, students will be able to:

1. **Identify** and **explain** contemporary personnel management issues.
2. **Explain** potential personnel management issues.
3. **Classify** the collective rules, procedures, laws, and policies that relate to personnel management issues.
4. **Identify** and **analyze** personnel management issues from recruitment to retirement.
5. **Formulate** recommendations and solutions to personnel management issues.
6. **Explore** organizational development and leadership styles and how they relate to personnel relationships

Required Materials:

Textbook: Fire Service Human Resources Management, 4th Edition by Stephen Edwards

ISBN-13: 978-0135575024

ISBN-10: 0135575028

The book is available as an unbound rental, an unbound version for purchase, or an E-book

- **Blackboard: Connect to <http://tamusa.blackboard.com>.** You will have lecture notes, solutions to problems, multimedia materials and other supplementary materials in Blackboard. All class communications will be through Blackboard and students should monitor this several times a day.
- **Time Expectation for coursework:** You are expected to spend 4-8 hours per week for the course. Based on the background, some students may require more time. Time spent may be longer when assignment/exams are due.

Other Recommended / Reading Materials: Additional reading materials are available on the course website as recommended by the instructor. All weekly info will be under Course Content tab.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. Students should ask questions and communicate with the instructor either, online, off-line or during office hours.
4. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will **not** be granted for lack of availability of internet connections.
5. Students should remember that online and hybrid courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
6. For online courses, students should keep current on class recordings, if not attending the live class (either in person or online).

Grading Policy: The final course grade will be based on your performance on the quizzes, exams, assignments, and class participation.

All grades are cumulative; final grades based on averages below:

The final letter grades will be assigned as follows: Above 90% ⇒ A; 80 – 89% ⇒ B; 70 – 79% ⇒ C; 60 – 69% ⇒ D; Below 60% ⇒ F

At the end, I will take the total score and then calculate the percentage of points you received from the available points. Do the work, get the points. Very straight forward and simple. The weekly points are listed on each week in the schedule.

Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
2. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
3. For any questions about the exams and assignments, a student should contact the instructor, well in advance of the day they are due, so the instructor may have enough time to provide feedback.
4. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 2 business days (Monday-Friday).
5. All assignment submissions must be uploaded as instructed by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

Class attendance and Participation

You are expected to login, participate in the discussion questions per the rules, read the information, watch the videos, and turn in the assignments.

Spring 2026- FESA Class Schedule – Tentative- Instructor Reserves the Right to modify as Needed

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete, or modify the provisions of the schedule.

Week	Dates	Chapter and Topic	Assignments Due Sunday at 23:59
Intros		Syllabus Introductions	Introductions and getting your book
1	01-20 to 01-25	Week 1 Chapter 1	Introductions (25), Quiz (25)
2	01-26 to 02-01	Week 2 Chapter 2	Discussion Question 25
3	02-02 to 02-08	Week 3 Chapter 3	Adaptive Leadership Assignment (100)
4	02-09 to 02-15	Week 4 Chapter 4	Discussion Question (100)
5	02-16 to 02-22	Week 5 Chapter 5	Discussion Question (25)
6	02-23 to 03-01	Week 6 Chapter 6	Discussion (25) Case Study #1 (100)
7	03-02 to 03-08	Week 7 Chapter 7	Discussion (25)
8	03-09 to 03-15	Week 8 Chapter 8	Spring Break
9	03-16 to 03-22	Week 9 Chapter 9	Discussion, Case Study # 2, (100)

10	03-23 to 03-29	Week 10 Chapter 10	Interview Project Due (100)
11	03-30 to 04-05	Week 11 Chapter 11	Discussion (25)
12	04-06 to 04-12	Week 12 Chapter 12	Thought provoking writing assignment (100)
13	04-13 to 04-19	Week 13 Chapter 13	Discussion (25)
14	04-20 to 04-26	Final Exam	Leadership Paper (100)
15	04-27 to 05-03	Case Study # 3/ Final paper	Turn in Case Study # 3 (100)
16	05-04 to 05-10	Final Paper due	Turn in Final paper By May 10th (100)

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 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 semester, 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 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. 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 accommodation 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 at Texas A&M University-San Antonio. 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, calling (210) 784-1307, or visiting the Central Academic Building, room 202. Online tutoring is also available for after hours and weekend assistance.

While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

Day of the Week	Appointments Available	Walk-in Tutoring (no appointment needed)
Monday	8:00 AM – 6:00 PM	9:00 AM – 5:00 PM
Tuesday	8:00 AM – 6:00 PM	9:00 AM – 5:00 PM
Wednesday	8:00 AM – 6:00 PM	9:00 AM – 5:00 PM
Thursday	8:00 AM – 6:00 PM	9:00 AM – 5:00 PM
Friday	8:00 AM – 5:00 PM	11:00 AM – 4:00 PM

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 to include 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, email with instructions and updates. To register or update your information visit the [Jag E Alert System website](#). You can access more information about [Emergency Operations Plan and the Emergency Action Plan on our website](#). Download the [SafeZone App](#) 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 (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester 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, 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 e-portfolios, 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. Students wanting to work in real time with a tutor can schedule an **Online Appointment**. Students wishing to receive asynchronous, written feedback from a tutor can schedule an **e-Tutoring appointment**. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on the [Writing Center's website](#). The Writing Center can also be reached by emailing: 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. The [General's Store is a food pantry](#) that is available on campus as well.

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 to contact the Office of Military Affairs with any questions at 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 with 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.

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 (i.e., courses a student chooses to drop) 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, based on 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. Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university. 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 reasonable accommodation for pregnant students as it would be provided to a student with a temporary medical condition that is related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. 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 if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. For more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (210) 784-2636.

Students' Rights and Responsibilities

The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university students' rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, Student Code of Conduct, on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the [Student Code of Conduct](#) or visit the resources available in the [OSRR website](#).

Important Spring 2026 Dates

Dates	Event
January 13	Tuition and Fee Payments deadline
January 19	Marting Luther King Jr. Day – No Classes
January 20	First Day of Class
February 4	Census Date
March 6-23	Midterm grading period
March 9-14	Spring Break
April 3	Study Day – No classes
April 17	Last day to drop with an automatic withdrawal
May 1	Last day to drop a course or withdraw from the university

Dates	Event
May 4	Last Day of Classes
May 5	Study Day – No classes
May 6-12	Final Exams
May 19	Commencement

The complete [Academic Calendar](#) as available on our website.

Artificial Intelligence Policy

This assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Keep scrolling for important information about this particular class. Read all the way to the end of the document. Please.

FESA Appendix A

OTHER CLASS POLICIES:

- Everyone in class is expected to follow all rules of common courtesy interacting in the class and online. Anyone violating these policies may be subject to disciplinary actions.
- The course is intensive and challenging, and you are expected to master the materials presented in the lessons. The structure of the class makes your individual study and preparation extremely important. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding ideas and presentations.
- The instructor will post lecture materials appropriate to the class on the BlackBoard site.
- The course covers a lot of material and most students find at least some parts of it difficult. Your participation is highly encouraged in the discussion board portion, as it makes class more interesting and enhances the learning experience. I encourage you to ask questions, participate in online discussion and problem solving.

- The provisions and information set forth in this schedule are intended to be informational and not contractual in nature. I reserve the right to amend, alter, change, delete or modify the provisions of the schedule. All the changes will be announced through BlackBoard Announcements and you are responsible for the announcements made in this manner.

DISCUSSION REQUIREMENTS/GUIDELINES

1. Do not only respond to my questions, but rather carry on a dialogue with your classmates as well. This is a discussion, not just a question and answer session. It is one of the items that make a good online course and establishes community. If you only respond to my question, it makes our discussion more of an "exam" rather than a dialogue.
2. Do not get caught up in "winning" the debate. We are here to learn the material, to discuss matters of importance with others, and to enjoy learning.
3. Read all postings from your classmates, not just those from me. We all learn from each other's perspectives and experiences.
4. If you have questions over the reading material, direct your inquiries to me as soon as possible.
5. When you reply to a post, don't just say "I agree." Give the person or persons name you are agreeing with a brief, one sentence or two summary of what they said you are agreeing with, and then your views. You might also consider changing the subject line to reflect your posts. Make it easy for us to figure out who you are talking to and what you are talking about.
6. Depending on the course you are enrolled in, you should plan on having your posts completed by the date indicated in the Module—NO LATER. Three posts are the bare minimum—one originating with you and two responses to classmates. Therefore, more is expected for a discussion grade of "C". Late posts do not count and thus a poor grade is recorded. You should also plan on posting on more than one or even two days to allow yourself to stay involved with the class.
7. Try to keep each post to no more than one or two screens.
8. If you express an opinion, support it with material from our readings. When you quote, summarize, or paraphrase from the text be sure to give the page number(s) this is important!
9. When in doubt, ask. If your classmates cannot answer your question, then I probably can.
10. If you do not participate in our class discussions, you will be institutionally dropped from the course. If you are unable to participate in the online discussions, then you should withdraw from the course.

Academic Integrity Statement- Use of AI generated material (ChatGPT, etc.)

In all academic work, the ideas and contributions of others must be appropriately acknowledged and work that is presented as original must be, in fact, original. Using an AI-content generator (such as ChatGPT) to complete coursework without proper attribution or authorization is a form of academic dishonesty. If you are unsure about whether something may be plagiarism or academic dishonesty, please contact your instructor to discuss the issue. Faculty, students, and administrative staff all share the responsibility of ensuring the honesty and fairness of the intellectual environment.

Most important part(s):

Read the course announcements / check your email

Read your feedback on the assignments and graded activities

Use APA; in text citations and references, Word or PDF for submissions

Don't cheat, lie, or steal. This seems like a no-brainer, but if you are dishonest, you harm yourself, me, and the integrity of this program.

The syllabus is a guideline; things change. Login and read the course announcements.

Ask questions before it is too late. I am extremely easy to deal with as long as you communicate effectively, timely, and often.

Read the info in these two links. Please don't do this. It puts us both in a protracted position.

<https://www.turnitin.com/blog/is-recycling-your-own-work-plagiarism>

<https://ori.hhs.gov/self-plagiarism>

979-820-0757 phone

jmcmahan@tamus.edu email
