
Course: ED664 N-E School Personnel Management
Credit: 3 credit hours
Semester: Fall 2026 (Session 1)
Days: August 17th – October 9th
Instructor: Dr. Mary F. Briggs
Contact Info: Office phone: 816-425-6181
Email: mary.briggs@calvary.edu

I. DESCRIPTION

Building on organizational theory and management, this course examines some of the intermediate approaches and techniques used for selecting, supervising, and evaluating school personnel. Through case studies, the course focuses on employee relations, motivation, and negotiations to enable students to refine their skills in personnel management. (Prerequisite: ED610).

II. OBJECTIVES: The student will:

1. Gain an overview of the strategic nature of human resource planning and its effect on competitiveness within the global marketplace.
 - a. PLO-1, 2
 - b. Assignments: A, B.1, B.3, B.4, B.5, B.6 & B.7
2. Conduct an analysis of the needs of a position and how to recruit and select staff to fill such positions.
 - a. PLO-1, 2, 3, 4
 - b. Assignments: A, B.3, B.4, B.5, B.7
3. Develop the ability to critically analyze the need for employee training and development, not only during initial orientation, but also periodically as careers progress.
 - a. PLO-1, 2, 3, 4
 - b. Assignments: A, B.1, B.3, B.5, B.6 & B.7
4. Recommend appropriate staff supervisory and evaluation models.
 - a. PLO-1, 2, 4
 - b. Assignments: A, B.1, B.3, B.5, B.6 & B.7

5. Analyze factors to be considered in relation to employee compensation, incentives, and benefits
 - a. PLO-1, 2, 4
 - b. Assignments: A, B.1, B.3, B.4, B.5, B.6 & B.7
6. Examine legal, ethical, and policy issues in human resources administration.
 - a. PLO- 1, 2, 4
 - b. Assignments: A, B.1, B.2, B.3, B.5, B.6 & B.7

III. MATERIALS — the following texts are required for this course:

1. The Bible (Please refer to Course Policies.)
2. American Psychological Association (2020). *Publication manual of the American Psychological Association* (7th edition)
Paperback: ISBN-13: 978-1433832161 ISBN-10: 143383216X \$31.00
3. Rebores, R. W. (2015). *Human resources in education: A management approach*. (10th ed.). Pearson.
Pearson offers the following:
Loose-leaf: ISBN-13: 9780133849462 \$117.32
(2021 update) eText access: ISBN-13: 9780133583373 \$59.94

IV. REQUIREMENTS

A. Reading Assignments

Textbook Reading: You are expected to read the textbook and any other articles, handouts, or websites assigned by the professor.

B. Written Assignments

1. **Annotated Bibliography:** Choose eight scholarly journal articles related to your Research topic. Complete an Annotated Bibliography Form for each article. Use the Annotated Bibliography Form found on CANVAS.
2. **Current News:** Search various media news sources to find current news related to personnel management litigation. You will share this news in a discussion post.
3. **Discussion Questions:** A total of five (5) topics and associated questions will be posted in CANVAS. For each question, you should post a 250 – 300 word response. Cite at least one source to support your response. You should then respond to at least one other post made by a classmate.

4. **Hiring a Curriculum Coordinator:** Write a job description, job advertisement, cover letter and resume you might receive based on the job advertisement, list of interview questions you want to ask the applicant, list of questions the applicant might ask you, and a Candidate Evaluation Form to fill out during an interview.
5. **Reflections:** When you have completed the majority of the course work for the week, write a 200 – 250 word reflection on how you have grown as an educator as a result of completing that week’s assignments.
6. **Research Paper:** Choose a Personnel Management topic of interest to you. Locate scholarly journal articles related to your topic. Complete an annotated bibliography for each article. Write a 2,000 – 2,500 word paper which includes an introduction, a review of the literature, a conclusion, and a minimum of 10 cited sources.
7. **Exam**

V. METHODS

A. Teaching and Learning

1. Reading and research
2. Writing
3. Discussions
4. Presentations
5. Case Studies
6. Lectures
7. Final Exam

B. Grading

1. Weight given to assignments:

Assignments:	Points:
Annotated Bibliographies	200 (25 x 8 ABs)
Participation (In-Class Students) Report on Videos (Online Students)	70 (10 x 7 classes)
Current News	20
Discussion Questions	100 (20 x 5 questions)
Hiring a Curriculum Coordinator	200
Reading assignments	60
Reflections	50 (10 x 5 reflections)
Research Paper	200
Final Exam	100
Total:	1000 pts

2. Late Assignments

Late assignments may be penalized 10 percent of the grade on that assignment per week.

3. Letter / Numerical Grade Scale

The grading scale listed in the current University Catalog will be used for this course.

VI. POLICIES

A. The Bible as Required Textbook

The Bible is a required textbook in every course at Calvary University. To facilitate academic level study, students are required to use for assignments and research an English translation or version of the Bible based on formal equivalence (*meaning that the translation is generally word-for-word from the original languages*), including any of the following: New American Standard (NASB, English Standard Version (ESV), New King James (NKJV), or King James (KJV). Other translations and versions based on dynamic equivalence (*paraphrases and thought-for-thought translations like NLT and NIV*) may be used as supplemental sources. Please ask the professor if you have questions about a particular translation or version.

B. Academic Honesty

Plagiarism is defined as copying any content without identifying the source. This also includes taking another person's or AI entity's ideas or constructs and presenting them as your own. Plagiarism of any kind will not be tolerated.

Most assignments at Calvary require the student to produce original work. Therefore, unless specifically permitted by the instructor, the use of AI-generated content is prohibited (even if cited) as it does not represent original work created by the student and is an unreliable aggregate of ideas from other sources.

AI, however, may be utilized in cases where the instructor has explicitly permitted its use to accomplish specific tasks. It is only in these cases that AI-generated (or modified) content may be submitted by the student. If there are any questions as to the permissibility of AI use for an assignment, please ask your instructor for clarification.

Additionally, submission of work for this class must express original thought and should be written in the voice of the student. Research should be conducted using academic, peer-reviewed sources (not blogs or other opinion/editorial sites). However, even when citing sources, students must explain the ideas/concepts presented in their own words. Extensive copying of source material is not permitted, even if the source is cited on the reference page.

C. Academic Activity & Participation

Students learn best when they take an active part in the learning process. Students will be expected to engage in the material presented weekly and be able to summarize the content to meet learning objectives. Punctuality is expected out of professional courtesy and to minimize the disruption of the classroom dynamics.

D. Technology

Using technology to enhance the learning experience is an integral part of this course. However, technology can also cause distraction and inattentiveness. Cell phones should be set to silent and placed on the table or in a backpack/purse.

E. Accommodations Statement

Students with disabilities have the responsibility of informing the Accommodations Support Coordinator (aso@calvary.edu) of any condition that may require support.

F. Style Guide

All class papers must follow the APA style guide according to *Publication Manual of the American Psychological Association*, 7th edition.

G. The Clark Academic Center

The Clark Academic Center (learning@calvary.edu) is dedicated to providing free academic assistance for Calvary University students. Student tutors aid with all facets of the writing process, tutor in various subject areas, prepare students for exams and facilitate tests. Please take advantage of this service.

VII. COURSE OUTLINE AND CLASS SCHEDULE: The following course outline indicates the informational material and the general direction for the content of this class:

Week	Dates	Class Topics:	Assignments for the Week:
1	Aug. 17 th	Introduction Organizational Dimensions Human Resources Planning Part 1	<i>Due by Midnight on August 23rd</i> 1. Complete Class Video Report. 2. Read Chapters 1, 2 & 3. 3. Choose topic for Research Paper. 4. Complete AB #1. 5. Complete DQ#1. 6. Complete Reflection #1.
2	Aug. 24 th	Human Resources Planning Part 2 Recruitment	<i>Due by Midnight on Aug. 30th</i> 1. Complete Class Video Report. 2. Complete AB#2, 3 and 4. 3. Complete DQ#2. 4. Read Chapters 4 & 5.
3	Aug. 31 st	Selection Placement and Induction	<i>Due by Midnight on Sept. 6th</i> 1. Complete Class Video Report. 2. Complete AB#5, 6 and 7 4. Read Chapter 6. 5. Complete Reflection #2.
4	Sept. 7 th	Staff Development Team Building	<i>Due by Midnight on Sept. 13th</i> 1. Complete Class Video Report. 2. Complete AB#8. 3. Complete DQ#3. 4. Read Chapter 7. 5. Hiring Curriculum Coordinator

5	Sept. 14 th	Performance Evaluation	<i>Due by Midnight on Sept. 20th</i> 1. Complete Class Video Report. 2. Read Chapters 8 & 9. 3. Complete Reflection #3.
6	Sept. 21 st	Compensation	<i>Due by Midnight on Sept. 27th</i> 1. Complete Class Video Report. 2. Complete DQ#4. 3. Read Chapter 10. 4. Complete Reflection #4.
7	Sept. 28 th	Collective Negotiations Legal, Ethical and Policy Issues	<i>Due by Midnight on Oct. 4th</i> 1. Complete Class Video Report. 2. Complete Research Paper. 3. Prepare for Final Exam.
8	Oct. 5 th	Final Exam	<i>Due by Midnight on Fri., Oct. 9th</i> 1. Complete DQ#5. 2. Complete Reflection #5.

About Changes to this Syllabus: The instructor reserves the right to make changes to this syllabus at any time during the course, but any change made will only be done after clearly communicating the need for the change and the specific change to be made via in-class announcement and Canvas announcements.