SYLLABUS
ENR 5642
NATURAL RESOURCES ADMINISTRATION
AUTUMN 2020 – Online, synchronous
TuTh 3:55 – 5:15 pm

COURSE OVERVIEW

Instructor

Instructor: Larry Peck and Mark Giese
Email address: peck.134@osu.edu and giese1@osu.edu
Phone number: 614-895-6236 (work) and 614-292-9757 (office)
Office hours: By Appointment via Zoom

Credit hours

3

Prerequisites

ENR 3200, grad standing, or permission of instructor

Course description

Catalog description: Organization and administration of environment and natural resource agencies and non-governmental organizations.

ENR 5642 provides a comprehensive exploration of the realities of administration of natural resource management organizations from a practical and real-world perspective during these turbulent times. Real life case studies and guest speakers will be integrated in the class to provide a practical perspective on the administration of natural resources management agencies. We will stress the need for vision, critical thinking, and the ability to embrace change in an organization.
Course learning outcomes

By the end of this course, students should successfully be able to:

- Understand and apply various conflict management skills
- Understand and apply various theories of human motivation
- Be able to describe various leadership styles found in NRE organizations
- Hone critical thinking and negotiation skills as they would be applied in the real world
- Understand various stages in an organization’s life and principles of organizational design
- Be exposed to current issues relative to COVID 19 and other challenges facing today’s NRE management organizations.

HOW THIS COURSE WORKS

Mode of delivery: This course is 100% online with some optional in-person field trips or similar events. You must be logged into Carmen during the scheduled class time (TuTh 3:55 – 5:15 pm). The class will be recorded for students unable to remotely attend or to allow for review.

Pace of online activities: Powerpoints will serve as the basis for class lectures and discussions. A general outline of activities is provided in the syllabus posted in the module section of the course CARMEN page. Students are expected to keep pace with deadlines.

Credit hours and work expectations: This is a 3-credit-hour course. According to Ohio State policy, students should expect around 3 hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to 6 hours of homework (reading and assignment preparation, for example) to receive a grade of (C) average.

Attendance and participation requirements: Because this is an online course, your attendance is based on your online activity and participation. The following is a summary of everyone's expected participation:

- Participating in online activities for attendance:
  You are expected to log in to the course in Carmen on days the class is held. (During most weeks you will probably log in many times.) If you have a situation that might cause you to miss an entire week of class, discuss it with me as soon as possible.

- Office hours and live in-person sessions: OPTIONAL
  Office hours and all live, scheduled in-person events for the course are optional.

- Participating in discussion forums: 2+ TIMES PER WEEK
  It is anticipated this class will not utilize discussion forums per se however a major component of the class will be discussions that will be conducted during class. If
discussion forums are warranted, they will be announced and developed during the semester.

COURSE MATERIALS AND TECHNOLOGIES

Textbooks

None required or recommended. Reading material that will be part of class discussions will be posted through CARMEN (https://carmen.osu.edu).

Course technology

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State IT Service Desk. Standard support hours are available at ocio.osu.edu/help/hours, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** ocio.osu.edu/help
- **Phone:** 614-688-4357(HELP)
- **Email:** servicedesk@osu.edu
- **TDD:** 614-688-8743

BASELINE TECHNICAL SKILLS FOR ONLINE COURSES

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the Canvas Student Guide.

REQUIRED TECHNOLOGY SKILLS SPECIFIC TO THIS COURSE

- CarmenZoom virtual meetings
- Recording a slide presentation with audio narration
- Recording, editing, and uploading video

REQUIRED EQUIPMENT

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication
REQUIRED SOFTWARE

• **Microsoft Office 365**: All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft’s Student Advantage program. Full instructions for downloading and installation can be found at [go.osu.edu/office365help](http://go.osu.edu/office365help).

CARMEN ACCESS

You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

• Register multiple devices in case something happens to your primary device. Visit the [BuckeyePass - Adding a Device](http://www.osu.edu/office365help) help article for step-by-step instructions.
• Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you ten passcodes good for 365 days that can each be used once.
• Download the [Duo Mobile application](http://www.osu.edu/office365help) to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

GRADING AND FACULTY RESPONSE

How your grade is calculated

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<tr>
<th>ASSIGNMENT CATEGORY</th>
<th>POINTS</th>
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<tr>
<td>Homework Assignments (X6)</td>
<td>50</td>
</tr>
<tr>
<td>Midterms (X2)</td>
<td>200</td>
</tr>
<tr>
<td>Final Paper</td>
<td>100</td>
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</tbody>
</table>


Assignments

Homeworks. Six homework assignments will be required in ENR 5642. Typically, they will involve writing a one or two-page paper about how you would approach a management issue that will be identified approximately one week before the due date. Instructors will create a drop box for these assignments. More details can be found in the Module Section of the class CARMEN page.

Midterms. Midterms are scheduled for October 20 and November 17. Midterms will be offered on CARMEN and will involve true/false, multiple choice, and short answer questions. Midterm 1 will cover material presented in classes 1-16 and Midterm 2 will cover material presented in classes 18-25 although material covered in classes 1-16 will be useful in formulating answers to certain short answer questions. Students will be able to utilize all class resources including the class power-points and other provided materials in answering questions (i.e. these will be open-book, open note midterms).

Final Paper. DUE NOVEMBER 24, 2020

Introduction. In ENR 5642, we have looked at organizations, leadership, and decision-making. A strong leader is one who has the ability to reflect, evaluate, and learn from their experiences for better or worse. With this in mind, your final assignment for ENR 5642 has been developed.

Assignment Details: Around November 10, 2020, the instructor will provide several current issues facing natural resource management agencies that are being covered in the media. Your final assignment will be to evaluate and analyze one of the issues you choose and answer the accompanying questions. This assignment shall be completed in a 5-page double spaced paper that will be submitted at the last class (November 24, 2020). You will make this analysis in the role of the Director of the applicable organization.

Evaluation Criteria. The more that you are able to tie the concepts discussed in class to the issue and your analysis, the more points you will receive. A cursory, general review of the semester and the issue reflecting little if any critical thinking will result in an average grade. A succinct, reasoned, and detailed analysis of the issue, how it is relevant to ENR 5642, "peeling several layers off the onion", and applying class concepts will convince me that you have in fact mastered the material presented in this class. Don’t present a "mediocre" final paper if you want to get an A or A- in this class.
Late assignments

Late submissions will not be accepted. Please refer to Carmen for due dates. In the event of extenuating circumstances, please reach out to the instructors as soon as possible to develop a workable solution for all.

Grading scale

93–100: A
90–92.9: A-
87–89.9: B+
83–86.9: B
80–82.9: B-
77–79.9: C+
73–76.9: C
70 –72.9: C-
67 –69.9: D+
60 –66.9: D
Below 60: E

Instructor reserves the right to deviate from this schedule as appropriate.

Instructor feedback and response time

I am providing the following list to give you an idea of my intended availability throughout the course. (Remember that you can call 614-688-HELP at any time if you have a technical problem.)

- **Grading and feedback:** For large assignments (midterms), you can generally expect feedback within **5 days**.
- **Email:** I will reply to emails within **24 hours on days when class is in session at the university**.

OTHER COURSE POLICIES

Discussion and communication guidelines
The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.

- **Writing style:** While there is no need to participate in class discussions as if you were writing a research paper, you should remember to write using good grammar, spelling, and punctuation. A more conversational tone is fine for non-academic topics.

- **Tone and civility:** Let's maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm doesn't always come across online.

- **Citing your sources:** When we have academic discussions, please cite your sources to back up what you say. For the textbook or other course materials, list at least the title and page numbers. For online sources, include a link.

- **Backing up your work:** Consider composing your academic posts in a word processor, where you can save your work, and then copying into the Carmen discussion.

**Academic integrity policy**

**POLICIES FOR THIS ONLINE COURSE**

- **Quizzes and exams:** You must complete the midterms, homeworks, and the final paper yourself, without any external help or communication.

- **Written assignments:** Your written assignments should be your own original work. In formal assignments, you should follow an appropriate style to cite the ideas and words of your research sources. You are encouraged to ask a trusted person to proofread your assignments before you turn them in—but no one else should revise or rewrite your work.

- **Reusing past work:** In general, you are prohibited in university courses from turning in work from a past class to your current class, even if you modify it. If you want to build on past research or revisit a topic you’ve explored in previous courses, please discuss the situation with me.

- **Falsifying research or results:** All research you will conduct in this course is intended to be a learning experience; you should never feel tempted to make your results or your library research look more successful than it was.

- **Collaboration and informal peer-review:** The course includes many opportunities for formal collaboration with your classmates. While study groups and peer-review of major written projects is encouraged, remember that comparing answers on a quiz or assignment is not permitted. If you’re unsure about a particular situation, please feel free just to ask ahead of time.

**OHIO STATE’S ACADEMIC INTEGRITY POLICY**

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State
University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the university’s Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the university’s Code of Student Conduct and this syllabus may constitute “Academic Misconduct.”

The Ohio State University’s Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: “Any activity that tends to compromise the academic integrity of the university or subvert the educational process.” Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the university’s Code of Student Conduct is never considered an excuse for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by university rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the university’s Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the university.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Other sources of information on academic misconduct (integrity) to which you can refer include:

- The Committee on Academic Misconduct web pages (COAM Home)
- Ten Suggestions for Preserving Academic Integrity (Ten Suggestions)
- Eight Cardinal Rules of Academic Integrity (www.northwestern.edu/uacc/8cards.htm)

Diversity

The Ohio State University affirms the importance and value of diversity in the student body. Our programs and curricula reflect our multicultural society and global economy and seek to provide opportunities for students to learn more about persons who are different from them. We are committed to maintaining a community that recognizes and values the inherent worth and dignity of every person; fosters sensitivity, understanding, and mutual respect among each member of our community; and encourages each individual to strive to reach his or her own potential. Discrimination against any individual based upon protected status, which is defined
as age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status, is prohibited.

Copyright disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Statement on Title IX

All students and employees at Ohio State have the right to work and learn in an environment free from harassment and discrimination based on sex or gender, and the university can arrange interim measures, provide support resources, and explain investigation options, including referral to confidential resources.

If you or someone you know has been harassed or discriminated against based on your sex or gender, including sexual harassment, sexual assault, relationship violence, stalking, or sexual exploitation, you may find information about your rights and options at titleix.osu.edu or by contacting the Ohio State Title IX Coordinator at titleix@osu.edu. Title IX is part of the Office of Institutional Equity (OIE) at Ohio State, which responds to all bias-motivated incidents of harassment and discrimination, such as race, religion, national origin and disability. For more information on OIE, visit equity.osu.edu or email equity@osu.edu.

Your mental health

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you find yourself feeling isolated, anxious or overwhelmed, please know that there are resources to help: ccs.osu.edu. You can reach an on-call counselor when CCS is closed at (614) 292-5766 and 24 hour emergency help is also available through the 24/7 National Prevention Hotline at 1-(800)-273-TALK or at suicidepreventionlifeline.org. The Ohio State Wellness app is also a great resource available at go.osu.edu/wellnessapp.
ACCESSIBILITY ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

Requesting accommodations

The university strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability including mental health, chronic or temporary medical conditions, please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; 098 Baker Hall, 113 W. 12th Avenue.

Accessibility of course technology

This online course requires use of Carmen (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.

- CarmenCanvas accessibility
- Streaming audio and video
- CarmenZoom accessibility
- Collaborative course tools
# COURSE SCHEDULE

PLEASE REFER TO THE SYLLABUS MODULE OF THE ENR5642 CARMEN SITE.

## COURSE OUTLINE

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<th>Date</th>
<th>Subjects</th>
<th>Assignment Due</th>
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<td>1</td>
<td>8/25</td>
<td>Course Organization</td>
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<td></td>
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<td>Leader/Manager and Being Vital</td>
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<tr>
<td>2</td>
<td>8/27</td>
<td>Case Study—COVID 19 Impacts on an NRE Organization</td>
<td><strong>Homework 1 Due</strong></td>
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<tr>
<td>3</td>
<td>9/1</td>
<td>Case Study (cont’d)</td>
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<tr>
<td>4</td>
<td>9/3</td>
<td>Organization Design/Structure</td>
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<td>5</td>
<td>9/8</td>
<td>Critical Management Skills</td>
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<td>Organization Power</td>
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<td>Internal and External Stakeholders</td>
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<tr>
<td>6</td>
<td>9/10</td>
<td>Authority, Responsibility, Accountability</td>
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<td>7</td>
<td>9/15</td>
<td>No Class</td>
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<tr>
<td>8</td>
<td>9/17</td>
<td>Case Study—Urban Deer Management</td>
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<td>9</td>
<td>9/22</td>
<td>Case Study (cont’d)</td>
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<tr>
<td>10</td>
<td>9/24</td>
<td>Personal Traits of Effective Leaders</td>
<td><strong>Homework 2 Due</strong></td>
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<tr>
<td>11</td>
<td>9/29</td>
<td>Leadership Styles</td>
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<td>12</td>
<td>10/1</td>
<td>Negotiations/Conflict Management (cont’d)</td>
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<td>13</td>
<td>10/6</td>
<td>Human Motivation</td>
<td><strong>Homework 3 Due</strong></td>
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<td>14</td>
<td>10/8</td>
<td>Human Motivation (cont’d)</td>
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</tbody>
</table>
15  10/13  Personnel Management
16  10/15  Personnel Management (cont’d)  Homework 4 Due
17  10/20  MIDTERM 1
18  10/22  Legal Aspects of Leadership/Eminent Domain
19  10/27  Legal Aspects (cont’d)
20  10/29  Ethics in Leadership
21  11/3   Organizational Positioning  Homework 5 Due
22  11/5   Politics and Parks
23  11/10  Cost Recovery Philosophies
24  11/12  Critical Decision-making/Crisis Management  Homework 6 Due
25  11/17  MIDTERM 2
26  11/19  Case Study--TBD
27  11/24  Class/Wrap-Up  FINAL PAPER DUE