

**FOR6934**  
**Human and Organizational Management in Natural Resources**  
**Tentative Course Syllabus**  
**School of Forest, Fisheries, & Geomatics Sciences (SFFGS)**  
**Spring 2022**

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**FOR6934**  
**Human and Organizational Management in Natural Resources**  
**School of Forest, Fisheries, & Geomatics Sciences (SFFGS)**  
**(ffgs.ifas.ufl.edu)**

**Tentative Course Syllabus**  
**Spring 2022**

**INSTRUCTOR: Jane L. Bachelor, MBA, SPHR, SHRM-SCP**

**Office:** Indian River Research and Education Center (IRREC), 2199 South Rock Road  
Fort Pierce, FL 34945

**Main IRREC Phone:** 772-468-3922

**Fax:** 772-468-5668

**Email:** Use Canvas email for all instructor correspondence

**Back up Email:** [jbach@ufl.edu](mailto:jbach@ufl.edu) (NOTE: Utilize backup email address IF Canvas is unavailable)

**TEACHING ASSISTANT (TA): Clark W. Seely, CF**

**Email:** Use Canvas email for all TA correspondence

**Back up Email:** [clarkseely@ufl.edu](mailto:clarkseely@ufl.edu) (NOTE: Utilize backup email address IF Canvas is unavailable)

**CLASS PLATFORM:** 100% Asynchronous Online Distance Learning Course via the Canvas Course Management System; 3 credit hours

**DISTANCE EDUCATION SUPPORT:**

**School of Forest, Fisheries & Geomatics Sciences (SFFGS) Distance Education Information:**

For information regarding the School of Forest, Fisheries & Geomatics Sciences (SFFGS) Distance Education and Online Programs, and to access Current Student Resources, go to:  
<http://ffgs.ifas.ufl.edu>

**University of Florida Distance Learning:** <http://www.distance.ufl.edu/>

**UF E-Learning Support Services:** <https://lss.at.ufl.edu/>

**UF HELP Desk:** Contact the UF HELP Desk if technical difficulties occur while taking this course.  
<http://helpdesk.ufl.edu/> -- 352-392-4357.

## **CONTACTING YOUR INSTRUCTOR OR TEACHING ASSISTANT**

### **INSTRUCTOR ACCESS**

Your instructor is readily available via email and will respond to e-correspondence within a reasonable timeframe. Your instructor will make every effort to respond to emails sent during the week within 48 hours. Emails sent over the weekend may not be answered until the following business day (generally Monday).

Alternatively, students may request a meeting to be scheduled with the instructor and conducted via telephone or virtually, utilizing Zoom Conversation, to review questions regarding course content, homework or other assignments. Please notify your instructor via email that you wish to schedule a one-on-one meeting with a requested date and time AND with an alternative date and time to meet. Your instructor will then confirm the meeting date and time with you via email.

Your instructor may periodically hold Zoom class discussions throughout the semester to answer students' questions about the course, assignments, etc., and to conduct higher-order Case and/or Course content dialogues. All students are encouraged to attend these interactive internet sessions.

**For students who are unable to attend due to a conflict, each session will be recorded and the link will be posted in Canvas.**

**Please Note:** Students will be asked to sign up in Canvas to register for these periodic virtual class discussion sessions. If fewer than 10% of the class enrollment signs up for the virtual class meeting by 8AM EST on the day of the scheduled session, the instructor may elect to pre-record the session, in which case the link will then be posted in Canvas, and no 'live' virtual class session will be held.

### **TEACHING ASSISTANT ACCESS**

Your Teaching Assistant is readily available via email and will respond to e-correspondence within a reasonable timeframe. Your Teaching Assistant will make every effort to respond to emails sent during the week within 48 hours. Emails sent over the weekend may not be answered until the following business day (generally Monday).

Meetings can be scheduled with your TA, if you so desire, either via telephone or virtually, utilizing Zoom Conversation. Please notify your TA via email that you wish to schedule a one-on-one meeting with a requested date and time AND with an alternative date and time to meet. The TA will then confirm the meeting date and time with you via email.

Questions regarding course content, homework or other assignments may be reviewed with the Teaching Assistant. If you have additional questions after contacting the TA, contact the Instructor.

## **COURSE DESCRIPTION OVERVIEW**

This course encompasses Human Resources (HR) Management and Organizational Behavioral (OB) information and practices common in public and private sector, domestic (U.S.) businesses, with a focus on entities dedicated to Natural Resources. This course is designed to integrate the various functional areas of management, including human resource management, organizational behavior, operations management, and leadership to comprehensively develop mid- and long- term strategic direction. It focuses on the fundamental aspects of business operations, as well as on essential managerial skills and skill-oriented activities, including analysis, critical thinking, and organizational awareness. This course introduces the important aspects of managing a business or agency in a global economy. It teaches thoughtful decision-making in connection with communications,

marketing, human relations, efficiency, and the framework for making sound financial decisions amongst competing strategic priorities and objectives. It analyzes the risks and rewards of different types of management decision making and also covers corporate/government responsibility and ethics.

The HR aspect of this course examines the role of the human resources as a strategic partner in managing today's natural resources organizations. Additionally, this course provides a functional and practical understanding of HR programs which enable students to see how HR affects all employees, the business entity, the community and the larger society. Students will see that Natural Resources professionals and managers don't focus on HR and Organizational Management topics in isolation from one another. Each HR and Management practice is combined into the overall organization to enhance employee involvement and productivity.

Key functions such as recruitment and selection; employee management, development and retention; and performance appraisal and compensation are examined. Implications of legal and global environments are appraised and current issues such as succession planning, rightsizing and/or retooling the diversified workforce, training/learning and development, sexual harassment policies, alternative/flexible work arrangements, social networking, knowledge and change management, right to privacy in the workplace, and rising benefit costs may be analyzed. Best practices of employers of choice are considered. Additionally, this course covers numerous federal statutes and guidelines such as the Civil Rights Acts of 1964 and 1991, the Age Discrimination in Employment Act (1967), the Americans with Disabilities Act (1990), and Equal Employment Opportunity regulations.

The Organizational Management aspect of this course integrates the principles of finance and management to resolve problems faced by businesses. This course examines changes necessary to support strategic initiatives for the natural resources organization by reviewing (a) how to model good leadership through the careful stewardship of business operations, including (but not limited to) strategic visioning and mission development; (b) strategic planning methods for evaluating the Strengths, Weaknesses/Limitations, Opportunities, and Threats (SWOT) involved in a business initiative; (c) the development and nurturing of employees' capabilities, knowledge and skills; and (d) the application of economic principles, budgeting techniques, marketing and management strategy in various natural resources entities.

Today's competitive business environments demand that individuals and companies continually reinvent themselves. Organizational behavior ties managerial and executive success to the integration of knowledge in three key areas: Strategy and Change Management; Leadership and Communication; and Performance and Talent Management. These interlocking components create a knowledge base critical to individual and organizational success. The course explores the basic concepts and processes of management, where students explore the manager's functional roles and processes of planning, leading, organizing, and controlling. The course provides a conceptual lens that enables students to understand organizations and navigate effectively within them, resulting in students' exposure to the managerial knowledge and skills required for today's business environment.

One goal of business management professionals is to be a part of the process of setting strategy, becoming an organizational partner in the formulation and implementation of institutional strategy, and not just sitting on the sidelines. The Human Resources and Organizational Management elements of the course are presented from various viewpoints: the strategic focus of HR on Organizational Development, Management and Behavior as it fits within the mission and vision of the business; the day-to-day practical and tactical elements of HR and organizational management; and

the impacts of Federal, State and local legislation on HR and Organizational practices in a variety of private and public sector entities.

### **COURSE DESCRIPTION SUMMARY**

“Human and Organizational Management in Natural Resources” offers students a course of study that will prepare them to become a strategic partner within their own natural resources organizations. It is created to enhance the careers of working professionals, as well as students with prior work experience, in private enterprise, non-profits, and the governmental/public sector. Through interactive lectures, case studies, and presentations by guest speakers, students become familiar with the basic principles and techniques of Human Resources, Business Finance, and Organizational Management. The course takes a practical view that integrates the contributions of the behavioral sciences with the tactical and technical aspects of implementing HR and other managerial functions in authentic business situations.

To facilitate the understanding of professional management techniques and organizational principles, students are exposed to certain philosophies surrounding the importance of interpersonal (oral and written) communication capabilities, conflict resolution skills, and the role of ethics and morality in business environments. The “science” of effective organizational behavior in the workplace includes a formulation of effective communication skills essential to all professional careers and endeavors. Everybody can and should know how to manage a business appropriately and effectively!

### **COURSE DELIVERY AND TOOLS**

**This is a 100% asynchronous online, distance education course** delivered through a variety of electronic communication mediums, such as Zoom Conversation, and the Canvas Course Management System (CMS) as described below. You will need regular access to an Internet-ready computer; some prior computer experience is also expected of each student enrolled in this course.

#### **E-Learning Canvas Course Management System:**

Canvas is the UF-supported course management system; it is the online source for your learning resources and assignments in this course.

- To access the course online through the e-Learning system:
  - Click on the link: <https://elearning.ufl.edu/>
  - Click the orange “Log in to E-Learning” button
  - Log in with your GatorLink username and Password
  - Click the orange “Login” button
- Once you have accessed Canvas,
  - Click on “Courses” in the blue sidebar on the left
    - This is a clickable list of the online courses for which you are registered
  - Select “FOR6934— Human and Organizational Management in Natural Resources” to enter the course site
    - The University of Florida’s network automatically adds students to the class website(s) upon registration.
    - If you are registered for this class and do not see a tab for this class in Canvas, contact your Academic Coordinator.

- Instructions for accessing a tutorial regarding E-Learning Canvas will be made available to students during the semester.

### **Zoom Conversation:**

Zoom Conversation is an application within Canvas that allows for online conversation and presentation using text, voice and video. It will be utilized periodically as a virtual meeting source during this course.

- A microphone headset and a camera (imbedded in your computer or a Skype camera) are **required** for this course.
- To eliminate problems during our online sessions, **PLEASE use a headset with built-in microphone.** This is necessary to prevent the entire class from hearing your feedback echo if you are using the speakers on your computer, which results in no one being able to effectively communicate during the Zoom Conversation meeting.
  - Online discussions will be smoother and more productive if you set this up and test your headset with built-in microphone before attending the actual Zoom Conversation session.

### **Turnitin:**

Turnitin is a widely recognized and trusted resource for maintaining academic integrity and honesty, which has been adopted by UF for use by faculty and students. For more information regarding Turnitin, go to <http://citt.ufl.edu/tools/turnitin/>

### **Adobe Acrobat:**

Adobe Acrobat reader is free software required to view and print the lecture notes and other resources (such as the Turnitin manual), when set in the PDF format. To download the reader, go to: <http://get.adobe.com/reader/>

### **Accordent Capture Station:**

Accordent Capture Station is rich media creation software that allows organizations to implement enterprise webcasts and streaming media presentations. Accordent-recorded materials will be accessible to students via Canvas.

**Personal Computers:** All submitted documents must be in Word 2007 or later version (file type .doc or.docx) to reduce document errors.

## **TIME MANAGEMENT AND COURSE MANAGEMENT**

- From a time management perspective, you should expect to spend a **minimum** of **6-8** hours per week on this course to complete the lectures, assessments, discussions, team projects, case studies and other assignments. Participation in team projects and/or field assignments, if implemented, will be **in addition to** these **6-8** hours per week devoted to course content understanding.
- If you have a general course question or a question that pertains to an assignment, **post that question in the Canvas “Discussion/Pinned Discussions/General Course Questions” section**, where either the instructor, the Teaching Assistant or your fellow classmates can respond to the question. This information is then available to everyone taking the course.

- The “**Feedback/Comments**” section of Canvas may be used for some grade responses. Items posted in “Feedback” may be date-restricted, requiring them to be viewed during the dates listed by your instructor for that section of Canvas to be “Open”. In such cases, once a “Feedback/Comments” section is closed, access to the information posted may no longer be available to the student.
- Each online distance learning program has a process for, and will make every attempt to resolve, student complaints within its academic and administrative departments at the program level. See <https://flexible.dce.ufl.edu/student-complaints/> for more details.

## COURSE MATERIALS

### REQUIRED TEXTBOOK:

- *Building Management Skills—An Action-First Approach* – 2014, 1<sup>st</sup> Edition, by Richard L. Daft and Dorothy Marcic; ISBN No. 978-0-324-23599-9

### OPTIONAL SUPPORTING TEXTBOOK (NOT REQUIRED):

- *Managing Human Resources*, 16<sup>th</sup> Edition by Scott Snell and George Bohlander; South-Western/Cengage Learning; ISBN No. 978-1-111-53282-6
- **NOTE:** This is the textbook upon which the recorded lecture material is based. It is **STRONGLY SUGGESTED, but NOT REQUIRED, to be purchased for this course.**
  - This textbook supports the information delivered in the online video lectures. Students may find it helpful to reference this textbook in tandem with the recorded lectures.

### ADDITIONAL READINGS/RESOURCES:

- **NOTE:** These additional supporting resources, which may be of interest, are **NOT required to be purchased for this course:**
  - *Leadership in Public Organizations—An Introduction*, 3<sup>rd</sup> Edition (2017) by Montgomery Van Wart; Routledge; ISBN No. 978-0-7656-4702-3
  - *Human Resource Management in Public Service—Paradoxes, Processes, and Problems*, 5<sup>th</sup> Edition (2016) by E. Berman, J. Bowman, J. West, and M. Van Wart; Sage; ISBN No. 978-4833-4003-6)
  - *Leadership in Organizations*, 8<sup>th</sup> Edition (2013) by Gary Yukl; Pearson; ISBN No. 978-0-13-277186-3)

## COURSE FORMAT

**LECTURES:** Lecture presentations are available in the UF E-Learning Canvas course management system. Note shells are available in Canvas to download for course note-taking. Closed Captioning and 508-Compliant note slides are also available for each recorded lecture.

**ADDITIONAL MATERIALS:** Additional required materials outlining course projects, assignments, video presentations, reading resource materials, etc., are provided to students throughout the semester via the Canvas course management system.

**PLEASE NOTE:** This course requires students to post some assignment videos into the Course Management system. Such posted videos are available only to those with access to this specific course. Students who do not wish to adhere to these assignment requirements should not enroll in this course.

## **CASE STUDY ASSIGNMENTS:**

Case studies that focus on/use natural resources organizations, industries, and non-profits are an essential part of this course. Assignments are designed around natural resources team projects, field studies, and case studies which allow students to apply concepts to their work/research in agency, not-for-profit and/or for-profit working environments.

## **SEMESTER INDIVIDUAL COURSE PROJECT:**

A semester-long course project incorporating all aspects of human and organizational management studied in this class is utilized in this course. The course project will focus on a “new parcel of land your employer has acquired”. At a minimum, you will be expected to:

1. Evaluate which management tasks will be completed through contract and which management tasks should be done by in-house staff. You will include a justification for your decisions.
2. Prepare an organizational chart, as well as job descriptions that will include the minimum qualifications for the positions you will hire, based upon your evaluation described in Item #1 above.
3. Determine how to allocate a start-up budget for the costs of beginning management on the parcel. This will include equipment, buildings and other one-time purchases/projects.
4. Create an annual operating budget for the property that supports your contacting and hiring decisions.
5. Develop a five-year work-plan for the parcel.
6. Prepare a cover letter that conveys your work product to your boss. That letter should explain any of the decisions you made which are not described in the individual work products.

A Grading rubric is used to evaluate the various steps of this Course Project. All Course Project documents submitted in Assignments must be in Word format; **NO PDF documents will be accepted!!!**  
**An automatic “0” grade will be assigned to a PDF submission.**

## **COURSE DUE DATES:**

A detailed course outline (document) of all lecture topics, readings, assignments, weekly due dates, and milestone critical course dates, is posted in Canvas. Students are encouraged to download this document in order to have an understanding of the weekly topics and assignments starting from Day 1 of the class.

## **COURSE LEARNING OBJECTIVES**

This course highlights the strategic and effective management of human and organizational resources in public or private sector business. During the semester, students explore management concepts and techniques designed to improve organizational teamwork, productivity, performance and enterprise/agency success. Case studies, comprehension assessments, and interactive threaded discussions are some of the mediums utilized during this course to allow students to apply their knowledge of course information and general business management principles to their respective natural resources working environments.

Whether the student is an area director, manager, supervisor, agency specialist or is employed in other areas of the organization, this course provides a functional and practical understanding of HR and management programs to enable individuals to see how effective business management affects all employees, the organization (both public and private sector), the community, and the larger society.



Through practice-based education, students have the opportunity to gain a solid foundation in a variety of natural resources enterprise areas as it relates to driving business growth in a global marketplace, gaining knowledge and confidence to successfully manage projects and processes, and to motivate others in agency, not-for-profit or for-profit work situations.

By the end of the course, students should/should be able to demonstrate elements in each area of study:

- **Organizational and Financial Management:**
  - Gain an understanding of the skills necessary to become a successful management professional;
  - Provide examples of the roles and competencies of today's managers;
  - Develop an understanding of the change processes and develop practical skills for becoming a change agent;
  - Recognize the manager's changing business management role;
  - Understand the four fundamental management practices in a variety of public and private sector settings - planning, leading, organizing, and controlling;
  - Form decisions under uncertainty and persuade with data;
  - Develop an understanding of the budgetary and financial aspects of management;
  - Effectively communicate internally and externally;
  - Enhance managerial effectiveness working with other individuals;
  - Focus on strategic leadership for individual and organizational/agency excellence;
  - Learn how to develop a management style that integrates global awareness, legal and ethical considerations, human capital development, and social change.
- **Human Resources Management:**
  - Realize the importance of the HR function and discover the critical role managers play in assuming an active role in strategic planning and senior-level decision-making within their respective work environment;
  - Identify the impact and importance of the HR department's strategic role in developing, coordinating, and enforcing policies and procedures within an organization;
  - Understand how business entities gain a sustainable competitive advantage through people;
  - Have a working understanding of all aspects of Human Resource management, including but not limited to, EEO laws/regulations; creating compliant position descriptions; recruiting, retaining, and developing employees; managing performance, compensation, and benefit programs; and OSHA regulations;
  - Explain the key management challenges in developing the flexible and skilled workforce needed to compete effectively.
- **Overall:**
  - Identify how the individual HR and Organizational Management topics are combined to make a difference for businesses in today's competitive world. Managers typically don't focus on HR issues such as staffing, training, or compensation in isolation from one another. Each of these HR practices is combined into an overall system to enhance employee involvement and productivity;
  - Apply the learning experience to real-world situations; analyze the industry in which the student is operating and develop an implementable and successful strategy for the organization/natural resources niche the student represents.

## COURSE GRADING POLICY:

Your final course grade will consist of a weighted average of multiple assignments, course discussion/case study activities, and team or individual research projects.

• Course Final Project	35%
• Readings/Video Assignments, Case Studies	20%
• Discussion Blogs	15%
• “Discover Yourself” Management Exercises	25%
• Participation in Virtual Discussion Sessions via Zoom	<u>5%</u>
	100%

### Course grades will be assigned using the following criteria:

A	94.00% and above	Excellent Performance
A-	90.00% - 93.99%	
B+	86.00% - 89.99%	Very Good Performance
B	83.00% - 85.99%	Good Performance
B-	80.00% - 82.99%	
C+	76.00% - 79.99%	Adequate Performance
C	73.00% - 75.99%	Acceptable Performance
C-	70.00% - 72.99%	Acceptable Performance
D+	66.00% - 69.99%	Marginally Acceptable Performance
D	63.00% - 65.99%	Weak Performance
D-	60.00% - 62.99%	
E	Below 59.99%	Unacceptable Performance

It is expected that students will keep track of their course progress and any questions should be discussed with the instructor as soon as possible.

Information on current UF grading policies for assigning grade points may be found via the following link: <https://gradcatalog.ufl.edu/graduate/regulations/>

## STUDENT RESPONSIBILITIES

### SYLLABUS AND DUE DATES DOCUMENTS

**Read** the Course Syllabus, Assignments “Due Dates” document, and all other course documents to gain an understanding of what this course entails.

It is each student’s responsibility to check the Canvas website **on a regular basis** for course materials, announcements, assignments and assessments.

### E-MAIL ACCOUNTS

Every student at the University of Florida has the privilege of a Gatorlink account that provides a mailbox, computer lab access, E-Learning/Internet access. From the IFAS Computer lab, you may access the Gatorlink site to establish a Gatorlink account. The URL is <http://www.gatorlink.ufl.edu>.

During the course of the semester, the instructor will rely heavily on Canvas e-mail as a vehicle for distribution of important information. **Therefore, each student is required to have an e-mail account no later than the second day into the semester.**

Students should check their Gatorlink/Canvas e-mail accounts regularly. Also, each student is asked to provide the instructor with a second, individual e-mail account (one that that you check frequently) to facilitate communications. This account will be used as a backup account for communications should the Canvas account experience technical difficulties.

### **INTRODUCTORY BIOGRAPHY**

To facilitate getting to know your fellow classmates and to enhance class discussion opportunities, each student will create a short introductory biography video which you will post in Canvas. You are also encouraged to respond to others' biographies posted in the site. Specific instructions regarding this assignment are posted in Canvas.

### **COURSE FORMAT**

**Lectures, natural resources readings, videos, exercises, interactive discussions, guest speakers, and case studies** will be utilized throughout the course.

- You are responsible for all course materials posted in Canvas and for all homework or other course assignments.
- **ALL** homework assignments are **DUE** as detailed in the Canvas Site, as well as in the Syllabus, Due Dates and Course Projects documents. On-going assessments and homework assignments are due as posted in "Assignments" in Canvas.
  - **ALL assignments are to be submitted in English.** If you are taking this course in a foreign country, you must have your assignments translated in to United States English prior to submitting them to the instructor.
  - **ALL assignments are to be submitted in WORD document format (either doc. or docx.). NO PDF documents will be accepted!!! An automatic "0" grade will be assigned to any PDF submission.**
  - **ALL assignments are to be submitted via Canvas** ("Assignments", "Assessments", "Feedback", or "Discussions") and NOT via email unless the Canvas system is down, and you have a UF HELP DESK trouble ticket number on your assignment. Your instructor has provided a secondary email address as an emergency back-up, should there be a technical glitch with Canvas.
  - If the Canvas site is not working at the time of a deadline, it is your instructor's prerogative to extend the assignment/assessment deadline to accommodate the technical issues imposed by Canvas.
    - Students will not be penalized or held responsible for Canvas technical situations which are out of their control.
  - **Assignments will not be accepted by Canvas once the "Assignment" site, "Assessment" site, "Feedback" site or "Discussion" site is closed.**
    - Students may request an assignment due date extension by notifying the Instructor **IN ADVANCE** of the assignment deadline
    - If an assignment extension request has not been received prior to the assignment deadline, it is the Instructor's and/or the Teaching Assistant's discretion whether students will receive points for late assignments or for partial assignments.
  - **No assignment will be accepted following the conclusion of the last class of the semester.** The last class of the semester is defined as that class or assignment period immediately preceding the final exam period/final project due date.

- Requirements for class attendance, assignments, and other work in this course are consistent with university policies. (<https://gradcatalog.ufl.edu/graduate/>)
- It is the student's responsibility to ensure the instructor or Teaching Assistant has received each of his/her assignments.
  - Each assignment must be clearly marked in the Canvas submission with the student's name, the assignment name, and the due date period.
  - Assignments and grades are posted on the E-Learning Canvas site regularly; if you do not see an assignment posted that you have submitted, contact the Teaching Assistant or the instructor immediately, within two (2) weeks of assignment submission.
- **Quizzes and Exams, if applicable:**
  - If quizzes and/or exams are utilized, they are Online quizzes and exams, administered in Canvas.
  - All students are encouraged to take the Canvas quizzes or exam(s) from a network-connected computer. It is not advisable to rely on a wireless network connection or a dial-up connection for these assessments.
  - **If a student experiences technical difficulties while taking a quiz or an exam, he/she MUST obtain a Trouble Ticket from the UF HELP Desk, which is to be forwarded to the instructor. Absolutely no action will be taken to re-open the assessment for completion without the submission of a Trouble Ticket to the instructor.**
  - Alternatively, proctored exams may be utilized in this course outside of the Canvas system.
- **Grades:**
  - Students must report missing grades in the grading device utilized in the class, within two weeks of the posting of the grades.
  - **Failure to report a missing grade/concern over a grade received** in a timely manner (not to exceed two (2) weeks from the grade posting) **will result in no grade change/adjustment for that assignment.**
  - **No grade discrepancies will be adjusted following the conclusion of the last class of the semester.** The last class of the semester is defined as that class or assignment period immediately preceding the final exam period/final project due date.
  - It is expected that students will keep track of their course progress and any questions should be discussed with the Instructor or the Teaching Assistant as soon as possible.
    - The instructor and/or TA respond to all emails received from students. **If you do not receive a response to your email within 48 hours** of sending your message, it is a clear indication the Instructor or TA did not receive your message; **re-send** both the message and the attachments originally sent to the Instructor/TA.
  - Information on current UF grading policies may be found by accessing the following link: <https://gradcatalog.ufl.edu/graduate/regulations/#text>
- **Virtual Class Sessions:**
  - Zoom Class Discussion Sessions may be scheduled throughout the semester. All students are expected and encouraged to attend these virtual class meetings.
  - **All sessions will be recorded,** with the link posted in Canvas, for students who are unable to attend the 'live' Zoom Conversation meeting.

- Students will be asked to sign up in Canvas to register for these virtual class discussions. If fewer than 10% of the class enrollment signs up for the Zoom meeting by 8AM EST on the day of the scheduled session, the instructor may elect to pre-record the session, in which case the link will then be posted in Canvas, and no live virtual class session will be held.
- Attendance at the Zoom class meetings constitutes a portion of your final course grade. Credit for attending can be earned in one of two ways:
  - Attend the actual class meeting on the day and time it is scheduled. **No credit will be given for students who attend less than the full 60-minute class meeting.**
  - Students who are unable to attend the 'live' class session may still receive credit for 'attending' by submitting a 1-page Word document summary of the presentation and discussion to the Instructor and the TA by that week's assignment's deadline.
- **Online Course Evaluation Process (end of semester):**
  - Student assessment of instruction is an important part of efforts to improve teaching and learning. Per UF Policy, at the end of the semester, "students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>.
  - Evaluations are typically open for students to complete during the last two or three weeks of the semester. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals or in their Canvas course menu under GatorEvals.
  - Summary results of these assessments are available to students at <https://gatorevals.aa.ufl.edu/public-results>.

**Command of knowledge and course concepts** will be shown through a number of written and oral activities.

- You are responsible for applying what you have learned not only during the semester in this course, but also from other courses leading to this one, as well as from work experience, to actual business situations.
- In addition to quality of analysis and synthesis, quality of presentation (written or oral) will be part of grading assignment, discussion, etc., submissions.
- This course requires that students go beyond mere memorization or rote implementation of facts. As a student in this course, you must apply concepts and models to business, agency and/or non-profit situations and exercises. You are encouraged to maintain an open, receptive, and inquisitive attitude toward learning.

**Contribution** to virtual class discussions with your peers is absolutely essential for successful completion of this course. It is only through contribution that you show a continuous command of the issues presented through the course materials.

Practice and review of major Human Resources and Organizational Management principles is what helps an individual progress and become comfortable as a developing manager with his/her individual implementation style.

## **STUDENT ACCOMMODATIONS**

Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

## **COURSE DEMEANOR**

- All assignments are due on the date indicated in Canvas, per the Syllabus and the Course Due Dates Document, (documents posted in Canvas).
- **Follow the rules of common courtesy in all email messages, threaded discussions and chats.** For further information and standards, please see: [https://www.cise.ufl.edu/wp-content/uploads/2019/08/CISE\\_Netiquette\\_Guide.pdf](https://www.cise.ufl.edu/wp-content/uploads/2019/08/CISE_Netiquette_Guide.pdf)
- Show respect for all class members, interact and have fun!!

## **ACADEMIC HONESTY AND INTEGRITY**

- **Plagiarism will not be tolerated.**
- University policy will be followed for students submitting an assignment determined by the instructor to have violated the Academic Honesty Policy and Honor Code.
- **Abide by the University Academic Honesty Policy and Honor Code**
  - As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:
  - ***“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”***
  - You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: ***“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”***
  - It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams).
  - Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action.
  - For more information regarding the Student Honor Code, please see: [Graduate Student Catalog Grading Policy](#) or <https://sccr.dso.ufl.edu>

## **CRITICAL THINKING**

The ability to think critically is a skill that can and will be nurtured in “Human and Organizational Management in Natural Resources”. This course is devoted to understanding critical thinking concepts, including, but not limited to, the elements and standards of reason, logic and evaluation. Critical thinking will be emphasized in threaded discussions, course projects and on all class activities and assignments.

**When you apply sound business principles and work strategically,  
YOU SUCCEED!!!**

## **UF POLICIES AND STUDENT RESOURCES**

### **Academic Honesty; Software Use; UF Counseling and Wellness Services; Services for Students with Disabilities**

#### **ACADEMIC HONESTY**

In 1995 the UF student body enacted a new honor code and voluntarily committed itself to the highest standards of honesty and integrity. When students enroll at the university, they commit themselves to the standard drafted and enacted by students.

In adopting this honor code, the students of the University of Florida recognize that academic honesty and integrity are fundamental values of the university community. Students who enroll at the university commit to holding themselves and their peers to the high standard of honor required by the honor code. Any individual who becomes aware of a violation of the honor code is bound by honor to take corrective action. The quality of a University of Florida education is dependent upon community acceptance and enforcement of the honor code.

**The Honor Code: We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.**

On all work submitted for credit by students at the university, the following pledge is either required or implied: **“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”**

The university requires all members of its community to be honest in all endeavors. A fundamental principle is that the whole process of learning and pursuit of knowledge is diminished by cheating, plagiarism and other acts of academic dishonesty. In addition, every dishonest act in the academic environment affects other students adversely, from the skewing of the grading curve to giving unfair advantage for honors or for professional or graduate school admission. Therefore, the university will take severe action against dishonest students. Similarly, measures will be taken against faculty, staff and administrators who practice dishonest or demeaning behavior.

Students should report any condition that facilitates dishonesty to the instructor, department chair, college dean or Student Honor Court.

*(Source: 2008-2009 Undergraduate Catalog)*

It is assumed all work will be completed independently unless the assignment is defined as a group project, in writing by the instructor.

This policy will be vigorously upheld at all times in this course.

For more information regarding the Student Honor Code, please see:

<https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>

## **SOFTWARE USE**

All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

## **HELPFUL CAMPUS RESOURCES**

Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

*University Counseling & Wellness Center, 3190 Radio Road, 352-392-1575*

[www.counseling.ufl.edu/cwc/](http://www.counseling.ufl.edu/cwc/)

- Counseling Services
- Groups and Workshops
- Outreach and Consultation
- Self-Help Library
- Wellness Coaching

*University Police Department 352-392-1111 or 9-1-1 for emergencies.*

*Career Connections Center, J. Wayne Reitz Union, Suite 1300; 352-392-1601, [www.crc.ufl.edu/](http://www.crc.ufl.edu/)*

## **STUDENTS WITH DISABILITIES**

The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues.

Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

*Disability Resource Center, 0001 Reid Hall, 352-392-8565, [www.dso.ufl.edu](http://www.dso.ufl.edu)  
(Areas & Services; A-Z Services; Disability Resource Center)*