COURSE OBJECTIVES
ENR 5642 provides a comprehensive exploration of the realities of administration of organizations involved in natural resource management from both a theoretical and practical standpoint. The course will be organized in three major sections examining organizational structure, leadership and decision-making. Real life case studies and guest speakers will be integrated in the class to provide a practical perspective on the realities of the administration of natural resources management agencies.

In order to understand natural resource administration, the student will need to examine organizations—their structure, evolution, and specific functions (personnel, financial, operational) common to most organizations.

Secondly, the student will be provided the opportunity to explore the concept of leadership within an organization. Different styles of leadership will be examined along with topics including human motivation, ethics, crisis management, conflict management, and the legal aspects of leadership.

With a background in organization and leadership, the student will also turn their attention to how individual decisions are made and examine the role of internal and external stakeholders in the decision-making process.

TEXTBOOK
No textbook is required for this class but students should expect periodic reading assignments from popular newspapers, professional journals, books and internal organizational documents to reinforce ideas discussed in class. It is anticipated that in a typical week students should be prepared to read 15-20 pages of material related to this class. Reading material will be distributed in class, posted on CARMEN, or be available at most libraries.

COURSE FORMAT
Most classes will involve lecture and discussion and students are strongly encouraged to participate in classroom activities. Students are expected to complete each day’s reading assignments before class. The lectures will incorporate contemporaneous issues that are unfolding during the class. During several classes, guest speakers will be present to discuss some of these issues from their professional vantage. The class will integrate an “institute” approach to bring a practical component to the theories presented and students will work in simulated “organizations” and apply course concepts.
GRADING AND IMPORTANT DATES
The final grade will be calculated as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points Possible</th>
<th>% Final Grade</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Projects (3)</td>
<td>75</td>
<td>18.75%</td>
<td>Various</td>
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<tr>
<td>Homework (6)</td>
<td>25</td>
<td>6.25%</td>
<td>Various</td>
</tr>
<tr>
<td>Midterms (2)</td>
<td>200</td>
<td>50%</td>
<td>Oct 14/Nov 20</td>
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<tr>
<td>Final Paper</td>
<td>100</td>
<td>25%</td>
<td>Final Week</td>
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Due to the nature of this course, the instructor reserves the option to restructure due dates for the group projects or midterms. The instructor may provide a bonus of up to 10 points to those students who are active participants in class.

ACADEMIC MISCONDUCT It is expected that students will fulfill their responsibilities in an ethical and proper manner—your work should be your work and similarly your group’s work should be your group’s work. Sources of information should be properly cited and credit should be given where credit is due. As in the “real world”, consequences will arise should students fall short in this area.

COMMUNICATION WITH INSTRUCTOR Given the instructor’s other responsibilities outside of OSU, communication will best be made by email at peck.134@osu.edu. In addition, instructor can be contacted by phone at 614-895-6236 which is a work phone number—please feel free to leave voicemails at this number as I check it often. In either the case of email or phone message, please leave a meaningful message in the subject line or identify that you are a student in ENR 5642 so that I give your message the proper attention. Instructor will not respond to pages over the CARMEN system.

CARMEN—carmen.osu.edu
CARMEN is a web-based system that allows students to correspond with the instructor and obtain class assignments. The instructor will be using CARMEN to communicate with students regarding ENR5 642. The instructor will post power-points of material that will be covered in class to facilitate note taking. Students are responsible for checking the course site and their OSU email account regularly during the class for course updates. CARMEN can be accessed through any computer with web access, including the computer labs on campus. Please inform the instructor if you are having trouble getting into the CARMEN system.
GUEST SPEAKERS  During the course of the class, we will be provided the opportunity to have guest speakers address the class. The speakers who will participate are in important and demanding positions and thus they may have to reschedule if events occur requiring their attention. It is anticipated the class will be understanding of this reality and will be patient. These guest speakers will likely participate in either the first or last half of the class and will make remarks for 20-30 minutes on appropriate topics and then be available for a question and answer session—thus it would be good to have questions in mind for them.

FIELD TRIPS. We will attempt to organize one or two field trips to locations pertinent to the class in the Columbus area.

EVALUATION  The instructor will be seeking input from the students on how the class is going and how it can be improved. As this should be a meaningful experience for you, please feel free to critique things during the course of the class. In addition, please participate in any other evaluation opportunities that will avail themselves during the class.

GROUP PROJECTS  Students will be assigned to groups and take on a “managerial role” in a fictitious organization. A portion of your final grade will be related to the three group projects that will be undertaken by your organization. It is expected that groups will meet on a regular basis (note there are only 2 2/3 hours of actual class per week) outside of class and flexibility to meet the group’s needs is important. Periodically, class time may be used for group meetings. Based on input from previous classes, the number of group members has been reduced to facilitate meetings outside of class but this responsibility rests with the group itself. Unlike other classes, it is not just about how the issues are dealt with, but how your group/organization functions or doesn't function.

COURSE OUTLINE

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Subjects</th>
<th>Assignment</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>8/28</td>
<td>Course Organization</td>
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<tr>
<td></td>
<td></td>
<td>Leader/Manager and Being Vital</td>
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<tr>
<td>2</td>
<td>9/2</td>
<td>Design of Organizations</td>
<td>Homework 1 Due</td>
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<td></td>
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<td>Mechanistic vs. Organic Design</td>
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<td></td>
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<td>Decentralized vs. Centralized Design</td>
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<tr>
<td>3</td>
<td>9/4</td>
<td>Evolution of Organizations</td>
<td></td>
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<tr>
<td>4</td>
<td>9/9</td>
<td>Group Meetings During Class Time</td>
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<tr>
<td>5</td>
<td>9/11</td>
<td>Critical Management Skills/Pressure Groups</td>
<td>Homework 2 Due</td>
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<tr>
<td>6</td>
<td>9/16</td>
<td>Policies, Procedures, Delegation</td>
<td>Group Project 1 Assigned</td>
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7 9/18  Authority, Responsibility, Power
8 9/23  Personal Traits of Effective Leaders  Homework 3 Due
9 9/25  Conflict Management
10 9/30  Personnel Management  Group Project 1 Due
11 10/2  Personnel Management (cont'd)  Grp Proj 1 Class Presentations  Homework 4 due
12 10/7  Human Motivation  Group Project 2 Assigned
13 10/9  Human Motivation (cont'd)
14 10/14  Midterm 1  Homework 5 due
15 10/16  Legal Aspects of Leadership/Eminent Domain
16 10/21  Panel Discussion on Management  Group Project 2 Due
17 10/23  Ethics  Group Project 2 Class Presentations
18 10/28  Open Records/Meetings  Group Project 3 Assigned
19 10/30  Strategic Planning
20 11/4  Budgets/Cost Recovery Philosophy  Homework 6 Due
21 11/6  Panel Discussion on Management
22 11/13  Decision-Making
23 11/18  Crisis Management Case Study
24 11/20  Midterm 2  Group Project 3 Report Due
25 11/25  Group Project 3  Class Discussion
26 12/2  Effective Meetings
27 12/4  Dealing with the Media/Deer Management Case Study
28 12/9  Class Wrap-Up  Final Paper Due