

## **ENR 5642 PARK ADMINISTRATION, LEADERSHIP, AND MANAGEMENT AUTUMN 2023**

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**Office Hours: by appointment**

**Credits: 3**

**Time: T/R 3:55-5:15 p.m.**

**Location: 104 Kottman Hall**

### **COURSE OBJECTIVES**

The past several years have proven to be very challenging for agencies and organizations involved in the management of our natural resources and parks. ENR 5642 provides a comprehensive exploration of the realities of administration of park and 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 how natural resources management agencies function in the real world. Throughout the course, we will stress the need for vision, critical thinking, and the ability to embrace change in an organization. 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. The student will also focus on 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/CANVAS, 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.

Through the use of a semester-long group project, students will be able to put much of the information provided in ENR 5642 to practical application. Five or six students will

be assigned to each group, will create their own natural resource management agency, and will address three (3) management issues during the semester.

**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.

### **GRADING AND IMPORTANT DATES**

The final grade will be calculated as follows:

Component	Points Possible	Due Dates
Homeworks (6)	50	Various Dates
Midterms (2)	200	October 17/November 16
Group Projects (3)	75	Various Dates
Final Project	100	Due December 5, 2023

Due to the nature of this course, the instructor reserves the option to restructure due dates for homework assignments and/or midterms. Midterms will consist of true/false, multiple choice, fill-in the blanks, and short answer questions. Homework Assignments will generally involve addressing management issues or discussing topics from class. The instructor may provide a bonus of up to 10 points to those students who are active participants in class. The final project will give the student the opportunity to show what they have learned in the class. The instructor also reserves the right to deviate as appropriate from the traditional university grading scale.

**COMMUNICATION WITH INSTRUCTOR** Given the instructors’ other responsibilities outside of OSU, communication will best be made by email at [peck.134@osu.edu](mailto:peck.134@osu.edu) or [giese.1@osu.edu](mailto:giese.1@osu.edu) . In addition, Larry Peck can be contacted by phone at 614-895-6236 (work) and Mark Giese can be contacted by phone at 614-493-1984. Please feel free to leave voicemails at these numbers as they are checked 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 we give your message the proper attention. Instructors will not respond to pages over the CANVAS system.

### **CANVAS**

CANVAS is a web-based system that allows students to correspond with the instructor and obtain class assignments. The instructor will be using CANVAS to communicate with students regarding ENR 5642. 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. CANVAS 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 CANVAS system.

**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.

**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.

## **COURSE OUTLINE**

Class	Date	Subjects	Assignment Due
<b><u>Week 1</u></b>			
1	T 8/22	Course Organization Case Study—COVID 19 Impacts on an NRE Organization	<b>Homework 1 Due 8/23</b>
2	R 8/24	COVID 19 Impacts on an NRE Organization (cont'd)	
<b><u>Week 2</u></b>			
3	T 8/29	Leader/Manager Being Vital Groups Can Meet during class time	
4	R 8/31	Organization Design/Structure	<b>Homework 2 Due</b>
<b><u>Week 3</u></b>			
5	T 9/5	Critical Management Skills Organizational Power Internal and External Stakeholders	
6	R 9/7	Case Study—Invenergy Solar Farm	

#### **Week 4**

7 T 9/12 Case Study—Invenergy Solar Farm (cont'd)

8 R 9/14 Leadership/Types of Leaders

**Group Mgmt Issue 1 Due**

#### **Week 5**

9 T 9/19 Authority, Responsibility, Accountability BOARD MEETING

10 R 9/21 Personal Traits of Effective Leaders

#### **Week 6**

11 T 9/26 Negotiations/Conflict Management

12 R 9/28 Human Motivation

#### **Week 7**

13 T 10/3 Human Motivation/Personnel Management

**Homework 3 Due**

14 R 10/5 Personnel Management (cont'd)

#### **Week 8**

15 T 10/10 Site Visit Quarry Trails

\*\* R 10/12 No Class – OSU Autumn Break (Oct 12-13)

#### **Week 9**

16 T 10/17 **Midterm 1 BOARD MEETING**

**Homework 4 Due**

17 R 10/19 Legal Aspects of Leadership/Eminent Domain

#### **Week 10**

18 T 10/24 Legal Aspects of Leadership/Eminent Domain

19 R 10/26 Ethics and Leadership

**Group Mgmt Issue 2 Due**

#### **Week 11**

20 T 10/31 Management Panel or Field Trip

21 R 11/2 Organizational Positioning

#### **Week 12**

22 T 11/7 Politics and Parks--**Guest Speaker**

**Homework 5 Due**

23 R 11/9 Cost Recovery Philosophies

**Week 13**

24      T 11/14 Guest Speaker—ODNR/State Parks and Watercraft      **Homework 6 Due**

25      R 11/16 **Midterm 2**      **Group Mgmt Issue 3 Due**

**Week 14**

\*\*      T 11/21 **No Class -Thanksgiving**

\*\*      R 11/23 **No Class - Thanksgiving**

**Week 15**

26      T 11/28 Case Study—Urban Deer Management

27      R 11/30 Case Study—Urban Deer Management/Critical Decisions

**Week 16**

28      T 12/5 Class Wrap-Up      **Final Project Due**