

Texas A&M University-Commerce  
College of Science, Engineering & Agriculture  
Department of Engineering & Technology

**Course Syllabus-Spring Semester 2014**

**TMGT 512 01W** (21398)

**January 13 –May 9, 2014**

**Course Title: Leadership in Engineering & Technology** (CIP: 1506120019)

Three (3) semester credit hours.

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**This section of this course is 100% online. No face-to-face meetings are conducted. All correspondence is via email with the Professor.**

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**Professor: Dr. Jerry D. Parish, CSTM**

**Contact Information:**    *Office Location:* Charles J. Austin Engineering & Technology Building  
*Email Address:* [jerry.parish@tamuc.edu](mailto:jerry.parish@tamuc.edu)  
*Contact Telephone:* 903-886-5474

**Office Hours:**    *On-Campus:* Wednesday 10:00am -3:00pm  
*Online Office Hours:* Monday-Thursday/Times online will vary during day.  
*On-campus office visits are available by appointment only.*

**Appointments must be made at least 24 hours in advance by calling 903-886-5474 or by contacting Ms. Beverly Luke in AGIT 119.**

**You will be required to present a valid and current TAMU-C student ID at the time of your scheduled appointment.**

**General Course Information**

**Course Description:** Advanced study of the leadership attributes, theories, and concepts found within the contemporary fields of engineering, commercial construction and technology-intensive enterprises. Student will be required to conduct extensive reading, research and writing during this course of study.

**Prerequisite:** TMGT 595 or concurrent enrollment or permission of Department Head.

**Textbook(s) Required:**    **The Art and Science of Leadership**  
Written by: Afsaneh Nahavandi  
Published by: Prentice-Hall  
ISBN: 13:978-0-13-254458-0  
2012

**Suggested Readings:**

- *Any current published textbook or refereed/peer reviewed publication related to the content and student learning outcomes of this course.*
- **Exploring Distance in Leader-Follower Relationships**  
Written by: Michelle C. Bligh and Ronald E. Riggio  
Published by: Routledge  
ISBN: 978-1-84872-602-4  
2013
- **Leadership and Management in the 21<sup>st</sup> Century**, by Cary L. Cooper  
ISBN: 0-19-926336-1, Oxford University Press, 2005.
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- **Integrity is All You've Got**, by Karl Eller  
ISBN: 0-07-144878-0, McGraw-Hill, 2005.
- **21 Leaders for the 21<sup>st</sup> Century**, by H. Trompenaars & C. Hampden-Turner  
ISBN: 0-07-136294-0, McGraw-Hill, 2002.

**Reference Sources:**

- **The Technology Management Handbook**  
Editor-in-Chief: Richard C. Dorf  
CRC Press/IEEE Press  
ISBN: 0-8493-8577-6  
1999
- [www.atmae.org](http://www.atmae.org)
- [www.plagiarism.org](http://www.plagiarism.org)
- **Publication Manual of the American Psychological Association (APA)**  
6<sup>th</sup> Edition  
ISBN: 10:1-4338-0561-8  
2010

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## **Student Learning Outcomes (SLO)**

*Student Learning Outcomes define what you should know and be able to do as a result of your participation in this course of study. All of the activities that constitute this course are designed toward the accomplishment of that goal.*

- **Student Learning Outcome #1:** The learner will demonstrate an advanced ability to evaluate new models for enterprise leadership through the creation and development of written assignments and a final examination.
- **Student Learning Outcome #2:** The learner will be able to demonstrate a working understanding and knowledge of participative management utilizing teams and self-management utilizing a case study.
- **Student Learning Outcome #3:** The learner will develop a thorough understanding of organizational change methodologies and processes through the creations and development of written assignments and a final examination.
- **Student Learning Outcome #4:** The learner will be able to successfully research, write and cite refereed professional research/scholarly documents that support the problem to be addressed and demonstrate the ability to follow the **Guide to Writing an Analytical Research Paper and the MS-TMGT Manuscript/Assignment Guide-Parish** provided for this course of study.

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## **Academic Honesty Policy-2014**

**Each enrolled student in this course agrees to abide by the following Academic Honesty Policy-2014:**

**Texas A&M University-Commerce**  
 Department of Engineering & Technology  
**Academic Honesty Policy-2014**

**Statement of Ethical and Professional Conduct:**

Students enrolled in this course are expected to follow the highest level of ethical and professional behavior at all times. Each student will be expected to maintain legal, ethical and moral principles, practice professionalism and civility throughout this course of study.

**Actionable Conduct:**

The following actions on the part of the student will bring sanction against that student:

- **Dishonest Conduct:** Seeking to obtain unfair advantage by stealing, purchasing or receiving unauthorized copies of course related assignments, projects, and/or examinations.
  - Intentionally preventing others from completing their course related work.
  - The falsifying of records in order to gain admission or to complete an academic program of study.
  - The purchase of course related work from any outside or external source.
- **Cheating:** The unauthorized use or copying of another's work and reporting or representing it as your own.
- **Plagiarism:** Using or copying someone else's words, ideas and/or work without citations and the giving of proper credit (reference).
- **Collusion:** Acting with others to perpetrate any of the above actions regardless of your personal gain.

**Sanctions:**

Faculty, guided by a clearly delineated policy in the course syllabus, will be the arbiter for all in-class violations. All violations will be reported to the Department Head of Engineering & Technology to assure equity and to provide appropriate counsel. In addition, the Department Head will maintain departmental records of violations by students.

Sanctions beyond those imposed on the student by the course faculty member will be at the discretion of the Department Head and College Dean. Administrators, faculty and students are guided by the course syllabus, current undergraduate and/or graduate catalogs of the University, University Rules & Procedures, and  
**The Student's Guidebook.**

*Students will always be afforded due process and review as appropriate under University policy.*

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As an official university student enrolled in this academic course, you will be held accountable for your actions in this course. This *Academic Honesty Policy* is in effect for the duration of this course of study and all enrolled students are expected to abide by the stated policy.

1. If you **cannot accept** this *Academic Honesty Policy* you must notify your Professor immediately by email or in-person and **also officially withdraw from this course of study.**
  2. If you choose to remain in this course you are hereby **accepting and agreeing to abide** by this *Academic Honesty Policy*. **No further action on your part is required.**
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*Dr. Jerry D. Parish, Professor of Technology Management-2014*

**Please print and read this document before continuing in this course of study.**

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## General Overview of This Course of Study

*As you are aware, this is a graduate level course.* This fact alone dictates a different learning environment than you may have experienced in your past education and will require, in some cases, a new approach to the learning process on your part. A graduate degree has value in its ability to expand and enhance the depth and breadth of your current career, future career goals and your overall ability to become a more aware thinker, decision maker, resource manager, project manager and communicator. You will be expected to develop your reading, research and writing skills to a level that you may never have experienced previously. This will required a dedication to this course, your desire to advance your education and the art of learning that may be new to you. Additionally, your time management skills will be put to the test as you try and balance other courses, career, family, leisure time and other obligations along with your responsibilities to this course.

### *The educational philosophy of this course is as follows:*

*The student is the center of the learning process;* therefore, the student is expected to assume the responsibility for their learning and to the degree and level that learning is achieved. The Professor will serve as the guide and facilitator for the student learning experience. The student is expected to approach learning with purpose, commitment, dedication, seriousness and an attitude of exploration. The student is expected to read carefully all materials provided by the Professor, complete all course assignments in accord with the instructions and specifications provided by the Professor comply with assignment deadlines and work within the assignment/course evaluation criteria.

As the student you are to be an *active learner*, be fully engaged in all facets of the course and its content. You will be expected to assess all of your work **before** and **after** it has been evaluated by the Professor. It is critical to your success for you to comply with the writing guides associated with this course of study and for you to have a high level of understanding of these associated writing guides. Before you turn any work into the Professor, it is your responsibility to compare your written material with the requirements/specifications of the writing guides provided for this course of study and to ensure to the Professor that you have fully complied with all requirements of the assignment, project examination and/or course.

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## **Communications with Professor**

- Generally most correspondence with your professor in this course will be done via email.
- All emails to your professor must be written in a **formal business format**, with a salutation, body and closing.
- Emails should be written in complete sentences, correctly spelled words, correct punctuation, etc.
- All emails sent to the Professor **MUST** have the following in the email **SUBJECT LINE**:

TMGT 512 01W - J. Parish: *Your First Name, Your Last Name, Your CWID #*

- **Online Office:** My online office hours are noted on page 1 of this syllabus. If you have course related questions or concerns, you may email me and I will respond.

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## **Basic Technology Requirements**

- For maximum efficiency, you will need a good computer connected to high-speed Internet.
- *Microsoft Office Word 2010* is highly recommended.

## **Online Access & Navigation**

- This course will be facilitated using *eCollege*, the *Learning Management System* used by **Texas A&M University-Commerce**.
- To begin the course go to: <https://leo.tamu-commerce.edu/login.aspx.traditional>
- You will need your *Campus Wide Identification Number* (CWID) to log into the course.
- If you have questions and/or problems contact: **Technology Services** at 903-468-6000 or [helpdesk@tamu-commerce.edu](mailto:helpdesk@tamu-commerce.edu).
- **eCollege** HelpDesk is available 24 hours a day, seven days a week. You may contact the **eCollege** HelpDesk at: 1-866-656-5511 or [helpdesk@online.tamuc.org](mailto:helpdesk@online.tamuc.org) or through the Online Chat by clicking on the “Live Support” tab within your **eCollege** course.

## Course Policies

*This graduate course will require you to read, conduct research and write at a level appropriate for a university master's level student. It is assumed that you can read and write at this level coming into the course.*

- You will be expected to read and comprehend the course syllabus, course emails and course announcements.
- You will be expected to manage your time effectively and efficiently throughout the semester.
- You will be expected to meet all deadlines and due dates.
- You will be expected to participate fully in the course by checking announcements, emails and responding to emails when appropriate.
- You will be expected to practice **civility** and a formal business writing style and format in all of your written correspondence (including emails) and in your verbal interactions with the professor, staff and students.
- You will be expected to devote **at least 9 clock hours** to this course each week of the semester (including on-line and off-line).
- You will be expected to log into **eCollege** and this course at least two times per week.

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- Work, vacation, travel, sickness/accident/death outside your immediate family does **NOT** constitute an approved excuse for not completing assignments, projects, examinations and/or not meeting course deadlines and due dates.

Late assignments, projects and examinations may receive a score of “0” points at the discretion of the Professor based on the written facts presented by the student.

***No extra credit, additional work to improve a grade or the re-doing of an assignment, project or examination will be permitted in this course.***

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- If you find it necessary to miss a deadline/due date and you believe you have a valid reason that meets university guidelines and that meets the course policy, notify me immediately in writing!

I will work with you to find a solution for your situation, if possible.

**Civility is the rule at all times!**

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## **Tips for Success**

*This is an online course of study; therefore, I am providing you the following tips for success as an online learner:*

### ***Be Proactive!***

If you have course related questions or do not understand an assignment, it is time for you to seek clarification via the Virtual Office or your Professor. Do not wait until your grade is in jeopardy to act; your instructor is there to guide you through the course. *However, your questions should be serious, well-written, positive and to the point.* It is not wise or effective to wait until the assignment, project or examination is due to begin-*your grade will suffer.* Time management, planning ahead and organization are “key” to success in any academic course.

### ***Utilize Available Writing Assistance***

Both on-site and online writing assistance is available through the University Writing Center. The Writing Center is dedicated to helping writers take advantage of all opportunities for learning inherent in the writing process; to that end, center tutors can assist writers at any stage of the writing process. By working with students one-on-one or in small groups, tutors can help writers analyze the rhetorical demands of the writing task, generate and focus ideas at the prewriting stage, ensure they are addressing the writing assignment directly and effectively, elaborate and rework a rough draft after hearing the writer read the draft aloud, discover their strengths and weaknesses in a particular rhetorical context, strengthen arguments, spot weak rhetorical choices and make more effective choices, and address formatting or other surface-level concerns. At no point do center tutors write these papers for the students. All writers working in the Writing Center maintain control of their work; tutors simply offer support and feedback and ask questions they may not have been asking themselves (or may not have even known to ask themselves).

For more information refer to the Writing Center’s web pages at:

<http://web.tamuc.edu/academics/colleges/humanitiesSocialSciencesArts/departments/literatureLanguages/writingCenter/default.aspx>

**Do Not Presume:** Many students assume that online classes require less work, time and are generally “easier” than traditional face-to-face university courses. In reality, online classes are designed to be just as rigorous, just as detailed, and just as demanding and they include the same content as a face-to-face course. Be prepared to devote a minimum of 9 clock hours a week in an online course-and that is a modest estimate. Some weeks and some courses will require far more than 9-hours per week.

**Study and Pay Attention to the Course Student Learning Outcomes:** Every course has established learning outcomes that are expected of the student. These are carefully crafted and serve as the foundation on which a well-designed course is built. Every aspect of the academic course including readings, research, assignments, projects and examinations flow from the course student learning outcomes. Understanding these will provide a better understanding of what is expected of you, the student, in all aspects of the course.

**Communication in the Online Course:** The majority, if not all of your communication in an online course will be by written word; therefore, be prepared to type instead of talk. There may be discussion boards, written assignments/projects, etc. Email is the common mode of communication in this type of course. This is different than the face-to-face course where verbal communication is prevalent. Be prepared to read and write a “great amount”.

**Participation in an Online Class:** If your class is using a discussion board, you may be required to participate. Always respond to discussion board questions with substantive, well-researched remarks. An

example of a *bad* posting would be a very short response such as, “*I agree with the previous post*”. An acceptable response would be multi-sentenced, would be thoroughly researched by you and would generate additional thoughts that relate directly to the lesson’s subject matter. Use this opportunity to interact and to have a meaningful conversation with your classmates.

Establish a Regular Schedule: It is a good habit to work on your course each day or at least 5-days a week. This course requires you to spend **at least 9-hours per week** reading, researching and/or writing. It is not wise or effective to wait until the assignment, project or examination is due to begin-*your grade will suffer*. Time management, planning ahead and organization are “key” to success in any academic course.

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**Surveys**: Your feedback may be requested by Texas A&M University-Commerce during the semester/term regarding your course. *It is important that you take a serious and constructive approach to this activity. The information gained from you will assist in course evaluation by the university/college/department to insure that effective learning is taking place within the existing course structure. If changes are indicated, this will help with course re-design and/or other revisions that will make the course more relevant for future students and the employers of graduates.*

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### **Avoid Plagiarism:**

United States law supports that words and ideas can be stolen. The expression of original ideas is considered intellectual property, and is protected by copyright laws, just like other inventions. Almost all forms of expression fall under copyright protection as long as they are recorded in some way (*such as a book or computer file*).

All of the following are considered plagiarism:

- Turning in someone else’s work as your own.
- Copying words and/or ideas from someone else without giving proper credit.
- Failing to put a quotation in quotation marks.
- Providing incorrect information about the source of a quotation or information source.
- Changing words, but copying the sentence structure of a source without giving proper credit.
- Copying so many words or ideals from a source that it makes up the majority of the work you have written, whether you give credit or not.

To avoid plagiarism, an individual must give credit whenever they:

- a) use another individual's idea, opinion, or theory;
- b) use facts, statistics, graphs, and drawings that are not common knowledge;
- c) use quotations of another individual's spoken or written words; or
- d) paraphrase another individual’s spoken or written words.



Any works referenced should be properly cited in accordance with the **APA 6<sup>th</sup> edition Publication Manual**.

Web resources for additional reference regarding what constitutes plagiarism and how to avoid it include:

<http://www.plagiarism.org/>

<http://www.unc.edu/depts/wcweb/handouts/plagiarism.html>

<http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml>

**Turnitin**, or other similar plagiarism verification services, may be utilized to verify the absence of or presence of plagiarism in any or all student assignments/work submitted for the comprehensive examination or other coursework.

Also, be aware that the statute of limitations for penalties for plagiarism does not expire upon the completion of the course or even upon graduation. If an instance of plagiarism is found any time after the completion of the course, the course grade is subject to change accordingly and any awarded degree utilizing the course is subject to revocation.

*In most cases plagiarism can be avoided by citing your sources correctly. Simply acknowledging that certain material has been borrowed, and providing your audience with the necessary information to locate that source, is usually enough to avoid a plagiarism charge.*

*Plagiarized assignments, projects and examinations will result in a grade of F (0 points).*

## **Guide to Grading**

*In the workplace, you will be expected to produce documents that are clear, easy to read, error-free, and visually effective. Your written products must also satisfy general requirements of the organization, be appropriate for a specific purpose, and meet the needs of your audience. Final course letter grades are defined as follows:*

**A=Outstanding work:** Demonstrates superior analysis of the assignment; provides excellent selection of content, organization, design, and style that addresses both the practical and rhetorical requirements of the particular situation; uses a style that is fluent and coherent; excellent choice and use of visuals, has no major mechanical errors; shows insight, perceptiveness, originality, and thought.

**B=Good work:** Above the level necessary to meet course requirements; has a thorough, well-organized analysis of the assignment; shows judgment and skill in the presentation of material appropriate for the intended audience and purpose; supports ideas well with concrete details; has an interesting, precise, and clear style; good use of visuals; strong, interesting work; and is free from major mechanical errors, although minor problems may be present.

**C=Acceptable work:** Meets all basic requirements of the course and assignment; provides a satisfactory analysis of the writing task, subject, and audience; accomplishes its purpose with adequate content, design, and detail; uses details, organization and expression appropriate for the rhetorical and practical context; adequate use of visuals; has acceptable mechanics; nothing remarkably good or bad about the work; equivalent work could be used in the professional world, but generally would be considered minimal.

**D=Needs improvement:** Minimally meets the assignment but is weak in one of the major areas (content appropriate for purpose, organization, style or mechanics) or offers a routine, inadequate treatment; document design and use of visuals is inadequate or inappropriate; shows generally substandard work with some redeeming features.

**F=Unacceptable work:** Does not meet the course requirements; fails to meet one or more of the core requirements of the course or assignment; may fail to cover essential points, or may digress to nonessential material; may lack adequate organization and show confusion or misunderstanding of genre or context; may use an inappropriate tone, poor word choice, excessive repetition, or awkward sentence structure; may be unclear; poor quality design and/or use of visuals; may contain an unacceptable level of errors.

*Each document, presentation, or visual you prepare reflects your professional knowledge and establishes your professional image. In some cases, a document may be read by your professor and qualified professionals in the discipline. These professionals may be asked to comment on the content, presentation quality, and value of your work for evaluation purposes. It is critical that your work be done in a professional manner and written at the appropriate level for your intended audience.*

## **Gradebook**

Your Professor maintains the official gradebook and calculates grades externally from the courseware. The eCollege gradebook is NOT the official gradebook and is utilized only for the purpose of retrieving assignment, project and examination grades, when applicable, and as a convenient feedback utility to inform students of individual assignment grades, once available. The eCollege gradebook may or may not display all credit assignments at any given time during the semester and therefore is NOT to be used as a planning tool for identifying required activities or due dates. Grade totals and percentages in the eCollege gradebook may not reflect actual course performance.

## **Final Examination for the Master's Degree**

*Refer to Texas A&M University-Commerce Procedure 11.04.99.R0.20.*

All Master of Science Degree in Technology Management candidates must satisfactorily pass a comprehensive examination covering course work within their master's degree program of study. For candidates pursuing the Master of Science Degree in Technology Management the comprehensive examination will be online and written. Evaluation of the comprehensive examination will be conducted by an *advisory committee* in the Department of Engineering & Technology and the final student grade will be recorded as **PASS** or **FAIL**. A candidate who fails the comprehensive examination must complete whatever further courses or additional study that are stipulated by the *advisory committee*. This additional work must be satisfactorily completed and the comprehensive examination must be taken again and passed before the student will be eligible for graduation. If failed, the comprehensive examination may **NOT** be retaken during the same semester or term.

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## Reference Documents

### ***1. GUIDE TO WRITING AN ANALYTICAL RESEARCH PAPER:***

#### **Definition:**

An analytical research paper helps to provide answers to the questions of who, what, when, where and how. This type of paper cannot conclusively ascertain answers to why. An analytical paper includes information from a wide range of sources. The primary focus is on analyzing the different viewpoints uncovered in the existing body of literature based on the facts uncovered in the research rather than presenting one's opinion on the data uncovered. The author of this type of paper will focus on the findings, methodology or conclusions of other researcher's work and will conclude such a paper with a summation of the findings, and a suggested framework and/or process for further study on the issue. Analytical research can be used as a pre-cursor to quantitative research and should help identify specific issues and/or variables that are worthy of additional and more definitive and focused study. The analytical paper research generally yields large amounts of data that must be analyzed by you in order to develop a paper that is concise, states the facts, adds value to your audience and answers the question(s) posed in the class assignment.

#### **Parts of the Paper:**

- ***INTRODUCTION:*** An introduction is necessary to introduce your reader to the topic that you are discussing in the paper they are about to read. The introduction provides the reader supporting information about your topic, the significance, the rationale, your objectives or generally what you will be discussing in your paper. The introduction will not contain detailed information; this will be done in the body of the paper. Some would say that the introduction should contain your thesis statement. **The introduction should not be more than one (1) page in length.**
- ***BODY of the PAPER:*** This part of the paper should contain your detailed research findings and information you gained from your research and readings that relate directly to the topic of the class assignment. *Layout this part of the paper in sections, with headings/sub-headings that help to organize the presented material and to assist the reader in their understanding of your methodology and discussion.* Make, support and document your research findings in this section of the paper.
- ***CONCLUSION:*** Here you summarize your findings and tie back to your introduction. In the conclusion, the reader should be able to (if they only read the conclusion) to gain 70-80% of the data or main points presented in your paper in a summary format. This is your opportunity to leave a final and lasting impression on the reader. **The conclusion is the most important part of the analytical paper and you must treat it as such, so spend time developing an outstanding and well written conclusion. The conclusion generally should be at least one-page in length, with two pages generally the maximum length.**
- ***REFERENCES:*** The reference page(s) will follow the paper conclusion section beginning on a new page.

- *The last item in your paper shall be a one or two sentence statement based on your research that suggest, for future researchers, additional and/or related topics that need to be researched and studied. The heading for this section is: Suggestions for Additional Research.*

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## 2. WRITING GUIDE FOR THIS COURSE OF STUDY:

### Master of Science Degree in Technology Management

### MS-TMGT Manuscript/Assignment Guide-Parish

This document shall serve as a general guide for the preparation of manuscripts and other written materials (including course assignments) in the **Master of Science Degree Program in Technology Management**, unless specifically directed otherwise by your Professor.

Refer to the *Publication Manual of the American Psychological Association, 6<sup>th</sup> edition*, for style and organization of elements not addressed in this guide.

#### **General Guidelines (reference APA Manual, section 8.03 and sample papers, chapter 2)**

- Paper size: Manuscripts shall be typewritten on 8.5" x 11" paper, one side only.
- Line Spacing: Double-space between all text lines of the manuscript.
- Margins: One inch margins on all sides (**top, bottom, left, right**).
- Font type and size: Times New Roman, 12 point.
- Paragraph indentation: Indent the first line of every paragraph 5-7 spaces (**1/2 inch**), with the exception of the Abstract and reference list entries.
- Alignment: Align text left (**uneven right edges**), not justified (**even left and right edges**).
- Spacing after punctuation: Use 1 space after commas, colons, and semicolons within sentences and 2 spaces after punctuation marks at the end of sentences.
- Pagination: Number all pages consecutively, beginning with number **1 of ?** on the cover page. Page numbers shall be flush-right on the first line of every page (**use the header function**) one inch from the right edge of the paper.
- Running head: **In this course of study**, the running head on each page (*other than the cover page*) is to consist of the following information:  
**In this order: your last, your CWID number, and the assignment number.**  
**\*The running head shall be flush left in all uppercase letters using 12 point font and on the same line as the page numbers.**
- Heading levels: Follow guidelines in **APA Manual, section 3.03**.

**Title Page (reference APA Manual, section 2.01-2.02, 8.03, and sample papers, chapter 2)**

- The first line of the cover page is to be **10 single spaces** down from the top line of the page.
- Use 12-point font.
- **No running head on the cover page.**
- **Follow the template provided in this document.**
- Title: The title shall be centered on the page and shall be typed in **bold** uppercase and lowercase letters.
- Author: The author's name shall be double-spaced and centered beneath the title.
- CWID: The author's college-wide ID number shall be double-spaced and centered beneath the author's name.
- Assignment: The assignment number shall be double-spaced and centered beneath the ID number
- Course Number & Name: The course number, including section number, and name shall be double-spaced and centered beneath the assignment name/number.
- Professor's Name/Title: As illustrated on the template provided.
- Date: Date of your submission.

**Research Paper Title (Shall be 10 single spaces down from the first line of the page)**

Your Full Name

Your College-wide ID number

Assignment Number (e.g. Assignment #1)

Course number, section & title (e.g. TMGT 590 01W Technology Management Seminar)

Presented to:

Dr. Jerry D. Parish, Professor of Technology Management

Date of Submission (e.g. April 20, 2014)

**Abstract (reference APA Manual, section 2.04, 8.03, and sample papers, chapter 2)**

*Note: Abstracts may not be required or permitted in some assignments. Refer to the course assignment specific instructions.*

- **Pageination:** The abstract shall begin on a new page (page 2).
- **Heading:** The label “Abstract” shall be typed using uppercase and lowercase letters. It shall be centered on the page on the first line (Do not bold).
- **Length:** The abstract is a brief summary of the contents of the assignment/manuscript. Refer to APA 2.04. **The abstract for this paper has a limit of 150 words.**
- **Format:** The abstract shall be typed as a single paragraph with no indentation, aligned flush-left. Do not italicize.
- **Line Spacing:** The abstract shall be **single-spaced** for this paper.

*Note: Keywords, as shown in the APA Manual sample paper, are not to be included in this paper.*

**Manuscript Body (reference APA Manual, section 2.05-2.08, 8.03, and sample papers, chapter 2)**

- **Pageination:** The body of the paper shall begin on a new page (page 3).
- Subsections of the manuscript body do not begin on a new page.
- **Title:** The paper title shall be centered on the first line of page 3. The paper title shall be **boldfaced** and is typed in uppercase and lowercase letters.
- **Introduction:** The first section of your paper body is to be an introduction. This section is to be double-spaced. The heading **Introduction** is to be centered and double-spaced beneath the paper title.
- **Headings:** The remaining sections and subsections of the paper shall all be titled appropriately using headings and sub-heading that will benefit the reader. **Refer to 3.03 Levels of Heading in the APA Manual.**
- The body of your paper must include an identifiable *introduction* and *conclusion* sections.

**Tables and Figures (reference APA Manual, chapter 5)**

*Note: Do not cut and paste any table, figure, chart, etc. unless it is of very print high quality. If it appears that you did cut and paste, points will be deducted.*

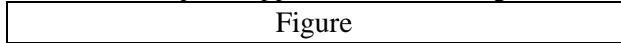
- **Format:** The format for tables and figures is provided in the **APA Manual, chapter 5.**
- **Table Number & Title:** Tables are numbered sequentially as they are presented in the text, beginning with Table 1. The table title is double-spaced beneath the table title. The table title is typed in upper and lowercase letters. The table number and title appear above the table, as shown below.

Table 1

*Summary of the Data Collected during Experiment 1*

Table Data
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Figure Number & Title: Figures are numbered sequentially as they are presented in the text, beginning with Figure 1. The figure title, or caption, provides an explanation of the figure. The figure number and caption appear beneath the figure, as shown below.



*Figure 1.* Software development flow chart.



**Citations (reference APA Manual, chapter 6)**

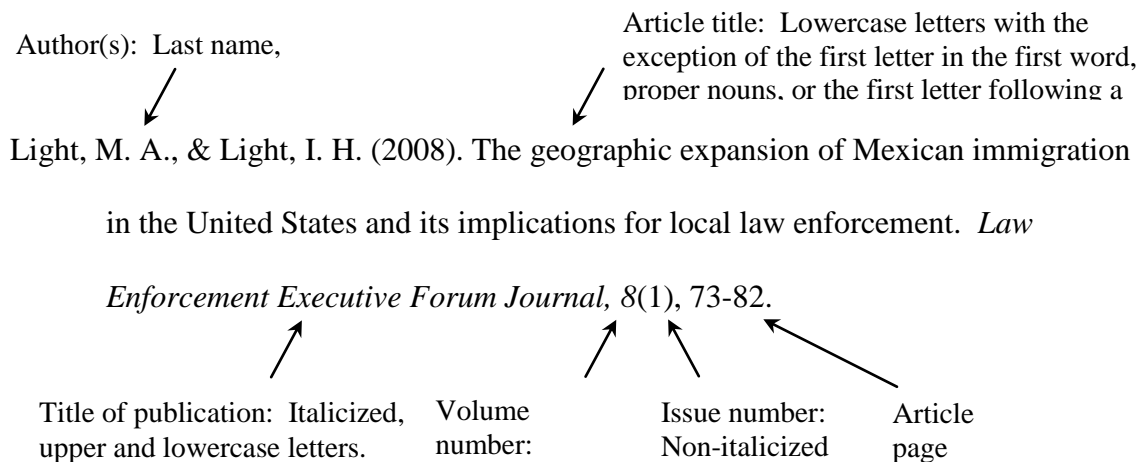
- **Format:** All references used in the paper must be cited in the text using the APA author-date system. All references cited must be included in the reference list. Likewise, each entry in the reference list must be cited in the text. The guidelines for citations are provided in the **APA Manual, chapter 6**. Two basic examples of the author-date citation system are shown below.

Kinsler (2009) stated that individuals are more likely to select engineering as a profession if they took higher level mathematics courses in high school.

Students who took higher level mathematics courses in high school are more likely to select engineering as a profession (Kinsler, 2009).

**References (reference APA Manual, section 2.11, 8.03, sample papers, chapter 2, and chapters 6-7)**

- **Pagination:** The reference list shall be on a new page following the conclusion section of the manuscript body.
- **Heading:** The label “References” shall be typed using uppercase and lowercase letters. It shall be centered on the page on the first line. **Do not bold.**
- **Indentation:** Reference entries shall use a hanging indent format. The first line of the reference is flush-left and all subsequent lines are indented 5-7 spaces (**1/2 inch**).
- **Format:** The references shall be arranged in alphabetical order following APA format outlined in the **APA Manual, chapters 6 & 7**. An example of a journal article reference is provided below with explanation.



- **Digital Identifier:** If a digital identifier is assigned to an article, include “doi:xx.xxxxxxxx”, following the page numbers.
- **URL Address:** If an article is retrieved online, include “Retrieved from http://www.xxxxxxxx” following the page numbers.

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## IMPORTANT NOTICE

Grading policies and requirements identified in this syllabus are non-negotiable and will be followed in this course with all students held to an identical standard. If you do not agree with any requirement herein, believe any of them to be “unfair” or “unreasonable,” or believe that less should be expected of you than your classmates to earn a comparable grade, you should **IMMEDIATELY WITHDRAW** from this course and re-evaluate your dedication to academic integrity and success!

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### **Course Grading & Evaluation Policy**

*The final course grade for each student will be based on the following:*

- Assignment #1                      100 maximum points possible
  - Assignment #2                      100 maximum points possible
  - Final Examination                200 maximum points possible
- 400 Total Possible Points**

Grading Scale:                      A = 400-360 points  
    B = 359-319 points  
    C = 318-278 points  
    D = 277-237 points  
    F = 236-000 points

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**NO EXTRA CREDIT, MAKE-UPS, OR RETAKES  
WILL BE PERMITTED IN THIS COURSE!**

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**All work in this course is to be completed individually, without collaboration from others.**

Each student in this course of study agrees to accept and abide by the  
**Academic Honesty Policy** found in this course syllabus.

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## **Before you Work on the Required Course Assignments Read the Following**

*As you conduct outside readings and research, familiarize yourself with the requirements of this course. As you read, take notes of points that you may wish to include in your assignment responses. After you have read and researched your source materials, review each assignment and begin to organize your thoughts as to the most effective, complete and concise response. Write a draft first, then read, **think**, and make necessary revisions. Repeat this process as many times as you need in order to produce **your best** response. Be careful of format, word usage, spelling, grammar and be sure to cite your sources, if applicable. Additionally, I will be looking for evidence that you have conducted extensive outside readings and research and that you understood what you read. Write to your intended audience and at a level they can understand.*

Refer to the **MS-TMGT Manuscript/Assignment Guide-Parish** and **APA 6<sup>th</sup> ed. Style Manual**.

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## **Turning-In Assignments and Final Examination**

- Assignments and the examination are to be turned in to me as an **“attachment to an email”**. The subject line of your email must contain the following information:

TMGT 512 01W – J. Parish: *Your first Name, Your last name, Your CWID #*

- **This course will not use a dropbox.**
  - All assignments **must** have a cover page. The cover page template is to be followed exactly as provided in the writing guide.
  - The following information **must** appear as a **running head** on **each** page of your assignments/examination, beginning on page 2 as per the writing guide:
    1. Your last name.
    2. Your CWID number.
    3. The assignment number.
  - **All written work in this course must follow the reference documents included in this syllabus.** They are:
    1. **Guide to Writing an Analytical Research Paper**
    2. **MS-TMGT Manuscript/Assignment Guide-Parish**
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## **Definition of Terms**

1. **Refereed:** Refereed documents are publications that have been reviewed by experts in the field and these reviewers have validated that the material and/or information presented in the publication is reliable and that the published material/information represents the best scholarship available. Refereed materials are also sometimes referred to as **Peer Reviewed**.
2. **Journal:** A journal might be thought of as a magazine, but a journal refers to a serious, scholarly publication that is refereed or peer reviewed. Sometimes professional magazines may include refereed articles. One can verify if articles are refereed or peer reviewed by an examination of the author publication guidelines for a particular journal or professional magazine.

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## **Use of Outside Sources for Written Work, Papers & Assignments**

In this course, if it is determined that a student uses paid services to obtain previously written work, to write course papers or to complete course assignments, that student will receive a failing grade on the work in question.

In addition, the student may be subject to dismissal from the course and/or the university.

**This type of practice is unethical and is not in keeping with the established tenets of obtaining a higher education degree. Zero tolerance is the rule!**

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## **Caution**

All work in this course is to be your original work. Do not submit work, in part or in total which was created for another course.

**This practice will result in a grade of “0” on the work submitted for this course.**

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## **Assignments**

*A research paper presents to the reader the results of your investigation on a selected topic. Based on your own thoughts and the facts and ideas you have gathered (researched) from a variety of sources, the research paper is a creation that becomes uniquely yours. The experience of gathering, interpreting and documenting appropriate information, developing and organizing ideas and conclusions, and then communicating them clearly to your audience will prove to be an important and satisfying aspect of your individual higher education journey.*

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**ASSIGNMENT #1 – Value 100 Points*****DUE: February 18, 2014 by 11:59pm***

- Based on your reading and study of the course textbook, additional outside readings and a comprehensive review of the literature on the topic, you are to compose an original analytical research paper with the title:

**How Do Innovative and Effective Leaders in Technology-Intensive Organizations Manage in the Digital Age?**

- Your paper should consider the following discussion areas: global and cultural perspectives, characteristics of today's leaders, potential up-to-date models for leadership in technology-intensive organizations and managing innovation and change.
- Your paper is to have a minimum of five (5) cited references obtained from articles found in refereed journals, articles from edited magazines published by professional organizations or societies, articles from refereed proceedings of professional conferences and/or published books.
- No article published on the Internet that is not directly connected to an established professional conference, journal or magazine is acceptable as a cited reference source. Published books are acceptable. The course textbook may be used as one reference source.
- Your paper length must be no more than 3200 total words, including the cover page, abstract, body of the paper and the reference page(s). **Be sure you cover the topic completely and thoroughly!**
- Always keep in mind the intended reader(s) of your research paper when developing and writing your paper. The reader must receive value from your research and what you write. Utilize original graphs, charts, tables or figures if it enhances the point (s) you are making. ***Do not cut and paste these items in your paper unless they are photo quality!*** Always cite source.
- Your research paper must be written at the graduate level and shall demonstrate a high degree of understanding on your part about the topic of this assignment.

**ASSIGNMENT #2 – Value 100 Points*****DUE: April 8, 2014 by 11:59pm***

- Based on your reading and study of the course textbook, additional outside readings and a comprehensive review of the literature on the topic, you are to compose an original analytical research paper with the title:

**Discussion of the Concept of Participative Management Utilizing Self-Managed Teams**

- Your paper should consider the following discussion areas: criteria for team membership, cultural/gender considerations, delegation to the team, leadership in the team environment, dealing with dysfunctional teams, and what makes a team successful and effective.
- Your paper is to have a minimum of five (5) cited references obtained from articles found in refereed journals, articles from edited magazines published by professional organizations or societies, articles from refereed proceedings of professional conferences and/or published books.
- No article published on the Internet that is not directly connected to an established professional conference, journal or magazine is acceptable as a cited reference source. Published books are acceptable. The course textbook may be used as one reference source.
- Your paper length must be no more than 3200 total words, including the cover page, abstract, body of the paper and the reference page(s). **Be sure you cover the topic completely and thoroughly!**
- Always keep in mind the intended reader(s) of your research paper when developing and writing your paper. The reader must receive value from your research and what you write. Utilize original graphs, charts, tables or figures if it enhances the point (s) you are making. ***Do not cut and paste these items in your paper unless they are photo quality!*** Always cite source.
- Your research paper must be written at the graduate level and shall demonstrate a high degree of understanding on your part about the topic of this assignment.

**FINAL EXAMINATION – Value 200 Points*****DUE: May 6, 2014 by 11:59pm***

Each student will be required to complete an outside-the-class research type final examination. The examination will be over material discussed in the course textbook and suggested course readings. Students will be required to conduct outside research in addition to the textbook material in order to successfully formulate effective responses to the examination questions. Question responses will require citations from researched reference sources.

**The Final Examination will be sent to each student via email on or about March 19, 2014.**

## **University/College/Department Policies & Procedures**

*ADA Statement* - The *Americans with Disabilities Act* (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, contact:

**Office of Student Disability Resources and Services**  
**Texas A&M University-Commerce**  
**Gee Library, Room 132**  
**Phone (903) 886-5150 or (903) 886-5835**  
**Fax (903) 468-8148**  
[StudentDisabilityServices@tamuc.edu](mailto:StudentDisabilityServices@tamuc.edu)

*Student Conduct* - All students enrolled at the University shall follow the tenets of common decency, civility and acceptable behavior conducive to a positive learning environment.

(Refer to the *Code of Student Conduct from Student Guide Handbook*)

*Research Studies/Human Subjects* – Refer to the **Texas A&M University-Commerce** Rules & Procedures 15.00.01.R0.01-Human Subject Protection.

## **Course Activity Calendar**

<b>Date</b>	<b>Activity</b>
January 13	First week of classes. Begin reading the course textbook and suggested readings. Begin research and writing for Assignment #1
February 18	Assignment #1 due. Begin research and writing for Assignment #2.
March 10-14	Spring Break
March 19	Final Examination will be sent via email attachment.
April 8	Assignment #2 due. Begin research and writing for the Final Examination.
May 6	Final Examination due.
May 10	Spring Commencement

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## Professional Biographical Summary

**Dr. Jerry D. Parish, CSTM**, is a tenured Full-Professor of *Technology Management* in the Department of Engineering & Technology/*College of Science, Engineering & Agriculture (COSEA)*.

He received his Doctor of Education (Ed.D.) Degree in College Teaching of Industrial & Technical Education from East Texas State University. He also holds a Master of Education Degree in Industry & Technology and a Bachelor of Science Degree in Industrial Technology. Dr. Parish has taught and performed various levels of administrative duties for more than 37 years in higher education. He has worked with Baker College (Oregon), Southeastern Louisiana University, and Berry College (Georgia) before joining **Texas A&M University-Commerce** in 1994. In addition to his years of teaching experience, he has more than 10 years of industrial work experience with companies such as Hardwicke-Etter and Texas Instruments. While at Texas **A&M University-Commerce** he has held the positions of Department Head for Engineering & Technology, Associate Dean for the College of Business & Technology, Interim Dean for the College of Science, Engineering & Agriculture and Director of the Center for Excellence.

He is a member of the American Society for Engineering Education; Institute of Industrial Engineers; Society of Manufacturing Engineers, The Association of Technology, Management, and Applied Engineering and the Association for the Advancement of Cost Engineering International. His consulting experience has included numerous business, manufacturing and educational institutions throughout the United States. He is a Certified Senior Technology Manager (CSTM) awarded by The Association of Technology, Management, and Applied Engineering (ATMAE).

Current research areas include business/industrial leadership, knowledge management and technology management. He has published in various professional journals including the International Journal of Engineering Research and Innovation, The International Journal of Agile Manufacturing, Journal of Industrial Technology, The Technology Interface Journal, and Journal of Epsilon Pi Tau. He has also made formal presentations at numerous professional conferences.

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