



COURSE TMGT 350 01W (81709)

Principles of Technology Management

Four (4) semester credit hours

COURSE SYLLABUS: FALL 2020

INSTRUCTOR INFORMATION

Instructor: Dr. Marcus L. Smith, Jr.

Office Location: Charles J. Austin Engineering & Technology Building, 213A

Virtual Office Hours: Wednesday: 9:30-11:30 a.m.; 1:00-3:00 p.m.

On-campus office visits are available by appointment only.

Call Ms. Brittani Fasci (E&T Administrative Assistant) at 903-886-5474 to schedule an on-campus appointment.

You will be required to present a valid and current TAMUC student ID at the time of your scheduled on-campus appointment.

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Preferred Form of Communication: E-mail

Communication Response Time: 24 hours

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

Textbook(s) Required



The Management of Technology & Innovation: A Strategic Approach

Margaret White and Garry Bruton, Third Edition

ISBN: 9781337494960

Digital format ISBN:9780357700006

Optional Texts and/or Materials

Suggested Readings

The course textbook has a list of “Notes” at the end of each chapter. These readings (references) have application to the content of the course.

Reference Sources

- www.inderscience.com (click on Science, Engineering & Technology)
- www.sciencedirect.com/science/journal/09234748
- www.atmae.org
- www.plagiarism.org
- www.tamu-commerce.edu/studentlife/guidebook.pdf
- **Publication Manual of the American Psychological Association (APA)**
6th Edition
ISBN: 10:1-4338-0561-8
2010

Course Description

Study of leadership and management methodologies necessary to be successful and effective in contemporary technology-intensive organizations. Course emphasis will be on contemporary organizational structure, societal impacts, decision-making, innovation, management strategies, and management of organizational knowledge. Students will be expected to conduct extensive readings, research, and writings commensurate with a junior-level, undergraduate course in technology management.

Prerequisite: TMGT 303.

Student Learning Outcomes

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 and mastery of that goal.

Student Learning Outcome #1: Identify current management of technology guidelines and innovation techniques.

Outcome 1.1: Complete four exams over course content

Outcome 1.2: Submit posts and replies to discussion boards that deal with management and technology issues and innovation concepts and guidelines

Outcome 1.3: Within a team environment, create a professional presentation with original visuals that model technology management and/or innovation guidelines

Student Learning Outcome #2: Demonstrate problem solving and critical thinking abilities to improve effective decision making.

Outcome 2.1: Create a strategic plan for a business function area (e.g., finance, marketing, production, R&D, sales, IT, transportation, etc.) which provides a clear linkage to the business' overall strategic plan while highlighting technology issues

Student Learning Outcome #3: Demonstrate the ability to perform high-quality search skills using TAMU-C library databases and websites for engineering and management professional organizations.

Outcome 3.1: Complete an assigned research project on current technology management topics

Outcome 3.2: Correctly paraphrase research articles

Outcome 3.3: Demonstrate effective writing skills

Outcome 3.4: Apply APA formatting to a research paper

Student Learning Outcome #4: Explain the phases of strategic management as they pertain to technology and innovation.

Outcome 4.1: Post strategic plan (developed for Outcome 2.12) presentation to an online video-sharing platform that demonstrates an understanding of a plan's content and a linkage to other business plans

Outcome 4.2: Post and reply to discussion boards reflecting real-world scenarios

COURSE REQUIREMENTS

Minimal Technical Skills Needed

The student is required to have a basic knowledge of and operational proficiency with the MyLeo Online (referred to elsewhere as D2L Brightspace) learning management system as well as the software required for this course (see "Technology Requirements").

General Overview of this Course of Study

This class will be conducted in an environment similar to what one would expect to find in a well-operated business. It should be the objective of each of us to carry ourselves in a professional, business-like manner. In the context of this class, that means taking responsibility for one's assignments, producing **quality** work, submitting it **on time**, communicating clearly, and acting in a civil manner.

As you are aware, this is a junior-level course. This fact alone dictates a different learning environment than what you may have experienced in other classes and will require, in some cases, a new approach to the learning process on your part. You will be expected to develop your reading, research, and writing skills to a level that you may never have experienced previously. This will require personal dedication and a desire to advance your education. Additionally, as a four-hour online class, your time management skills will be put to the test as you try to balance other courses, career, family, leisure time, and other obligations along with your responsibilities to this course.

Do not fall behind in this class. ***Being busy is not an excuse for turning in assignments late!***

The educational philosophy of this course. The student is the center of the learning process; therefore, you are expected to assume the responsibility for your learning—to the degree that learning is achieved. Much of the learning achieved in this class will come as a result of student discussions. In this environment, the instructor will serve largely as a guide and facilitator for the student learning experience. You are expected to approach learning with purpose, commitment, dedication, seriousness, and an attitude of discovery. Accordingly, you must be self-driven by reading carefully all materials provided by the instructor, completing all course assignments in accordance with the instructions and specifications provided by the instructor, complying with assignment deadlines, and working within the assignment/course evaluation criteria.

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

Coursework in this class. The coursework in this particular course may be different from other classes you may have taken in the past. First, it is a four-hour class. Consequently it is expected that you will spend more time completing the assignments in this class than you may have in other three-hour classes. Second, this is a project-oriented course. The assignments include several writing and oral assignments that are intended to present real-world situations and environments, but without a reliance on quizzes and exams as the ***primary*** means of confirming the student's retention of facts.

Student Responsibilities

This course will require you to read, conduct extensive research, and write at a level appropriate for a junior-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, e-mails, and 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. Assignments turned in late will be subject to a ten percent (10%) score reduction for each day they are late. After five (5) days, assignments will receive a grade of zero (0). This policy will be enforced strictly!***

- You will be expected to participate fully in the course by checking announcements and e-mails and responding to e-mails when requested. This should be a daily habit!
- You will be expected to employ a formal business writing style and format in all of your written correspondence (including e-mails).
- You will be expected to practice civility in your verbal interactions with the instructor, staff, and other students.
- You will be expected to devote at least twelve (12) clock hours to this course each week of the semester.
- E-mail will be our primary means of communication. Consequently, you will be expected to log into D2L Brightspace often to check for correspondence from your instructor.

Tips for Success in the Course

This course of study uses online learning and collaboration tools; therefore, I am providing you the following tips for success:

Do Not Presume. Many students assume that online courses require less work and time and are generally “easier” than in traditional face-to-face university courses. In reality, online courses are designed to be just as rigorous, detailed, and demanding as their face-to-face course counterparts. Be prepared to devote a minimum of twelve (12) clock hours a week for this course including required online assignments.

Study and Pay Attention to the Course Student Learning Outcomes. Every course has established learning outcomes that are expected of the student. These are crafted carefully and serve as the foundation on which a well-designed course is built. Every aspect of the academic course (including readings, research, assignments, and projects) 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 Course. The majority, if not all of the communication in an online course will be by written word; therefore, be prepared talk by typing. There will be discussion boards, written and oral assignments/projects, etc. E-mail will be the common mode of communication in this type of course. This is different than the typical face-to-face course where verbal communication is prevalent. Be prepared to read and write a “great amount.”

Participation in an Online Class. You will be required to participate in the discussion boards (see below). Always respond to discussion board questions with substantive, well-researched remarks. An example of a bad posting would be a very short, non-value added response such as, “I agree with the previous post.” An acceptable response would be multi-sentenced, thoroughly researched by you, and generates 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.

Be Proactive and Take Responsibility for Your Grade. If you have course-related questions or do not understand an assignment, it is **your** responsibility to contact your instructor (presumably through university e-mail). 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.

Establish a Regular Schedule. It is a good habit to work on your course every day. Your course requires you to spend at least twelve (12) hours per week reading, researching, and/or writing. It is not wise or effective to wait until the assignment or project is due to begin—your grade will suffer. Time management, planning ahead, and organization are the keys to success in any academic course.

GRADING

Grading Scale

Final grades in this course will be based on the following grading scale:

Point Scale	Final Letter Grade
451-500	A
401-450	B
351-400	C
301-350	D
300 or less	F

Assignments	Description/Content	Maximum Points
Textbook Exams	<ul style="list-style-type: none"> • 4 exams • Each exam is worth a maximum of 25 points 	100
Discussion Board Posts & Replies	<ul style="list-style-type: none"> • 5 discussion boards • Each post/reply combination is worth a maximum of 20 points 	100
Research Project #1	Grading Rubrics are provided (see below)	100
Research Project #2	Grading Rubrics are provided (see below)	100
Research Project #3	Grading Rubrics are provided (see below)	100
Course Maximum Points Total =		500

Maximizing Your Grade

In this class, you are preparing yourself to be a respected professional in a real-world environment. Consequently, you should take advantage of this opportunity and conduct yourself in a manner consistent with that as would be expected by business managers and executives.

The assignments for this course of study are provided in this class syllabus. ***You are responsible for turning in your assignments on-time. In the real world, your boss would not be sending you reminders to get your work done on time and I will not be either! If you have questions about any of the assignments, it is your responsibility to bring those questions to me in a timely manner. Special allowances will not be made for mismanagement of time!***

In the business world, ***attention to detail*** is critical. In this day of texting shortcuts and slang, you may not have placed a great deal of importance on spelling, grammar, or arithmetic calculation accuracy. But you can bet your boss will! These are the details that indicate a dedication to high professional standards and will separate you from others who lack these disciplines. Consequently my grading rubric for written assignments contains three specific attributes: ❶ subject completeness, ❷ factoid accuracy, and ❸ proper paper formatting/language.

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.

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

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

ASSIGNMENTS

All work in this course is to be completed individually, without collaboration with others. Refer to the section in this course syllabus on plagiarism. Each student in this course of study agrees to accept and abide by the Academic Honesty Policy (see “Academic Integrity”).

As you read the textbook and conduct outside readings and literature searches, familiarize yourself with the requirements in the following assignments. Also, as you read, take notes of materials/key points that you may wish to include in your assignment response. Be sure to maintain the title, author, location, etc. of the sources of your research as you go. After you have read and thoroughly researched your source materials, review the assignment again and begin to organize your thoughts as to the most effective, complete, and yet ***concise*** way to organize your response while keeping the reader in mind. 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 work. Be careful of formatting, word usage, spelling, and grammar and be sure to cite all of your sources, if applicable.

Additionally, I will be looking for evidence in your response that you read the textbook, conducted appropriate and extensive outside readings, and that you **understood** and were able to analyze the information you read for the benefit of your reader. **Use of extensive quotations without providing a paraphrase of the material does not indicate an appropriate level of personal understanding.** Give much attention to paper organization and write to your intended audience at a level they can understand. You may find it to be advantageous to ask a friend or relative not connected to the class to read your paper as a test to determine if it is written clearly! Use the Publication Manual of the American Psychological Association (APA) for all style and writing questions not addressed specifically in this course syllabus.

IMPORTANT NOTICE

It is assumed that as a student in this course you know how to read at a high level, conduct word searches, and write (author) original papers/assignments on a given topic that fully comply with APA formatting guidelines. This course of study is not designed to provide you instruction on how to conduct research and/or write papers, respond to assignments, etc. Therefore, if you feel you do not have this level of knowledge and skill required in this course of study, you will need to discuss this matter immediately with your academic advisor to determine if you should remain in this course of study or what other action(s) you might wish to explore.

Turning In Written Course Assignments

- Assignments are to be turned in to your instructor via the associated D2L Brightspace assignment folder.
- Do NOT turn-in your assignments prior to 24 hours before it is due.
- **Submit your assignments only once. The first one submitted will be the one graded.**

Course Requirements & Instructions

Weekly: Each week you are required to:

- Textbook: outline, read, and take effective notes over the chapter assignment for the week.
- Instructor's Notes: Read your instructor's chapter notes and/or videos posted to your online course.
- D2L Course: Check for course announcement, emails, assignment feedback.

Parts: This course is divided into **four** parts (sections). Each part has 2 to 3 chapters from your textbook. For each part you are required to complete:

- **Part Exams:** Review your chapter notes and instructor notes in preparation for a part exam. Each online exam will contain 25 multiple-choice questions selected from a randomized test bank of 40 questions. You will have 40 minutes to complete the exam. You will only take the exam one time, so be sure that you have a reliable internet connection.

- **Discussion Board Posts:** Online course discussion boards is an opportunity for communication between students and instructors. To facilitate student engagement, discussion board postings are a required part of this course and very helpful in explaining textbook concepts and assignment instructions. All discussion boards have the same grading rubric: 10 points for the post and 5 points for each of two replies.
- **Research Projects:** There are three (3) major research projects. Each are due before the part exam. Each research project has a grading rubrics and detailed instructions that are published in your course well in advance of the due date.
- **Due dates:** All weekly assignments are due by 11:59 pm on the Sunday of that week with the exception of the week ending December 4th. On that week, assignments will be due by 12/4, 11:59 pm.
- **Grading Rubric for Research Projects #1 and #2:**

Rubric Categories 100 Total Points	Excellent 20 to 17 points	Proficient 16 to 9 points	Novice 8 to 3 points	Needs Improvement 2 to 0 points
Sources	Three or more current sources of which at least 2 are peer-review journal articles or scholarly books. Properly referenced with in-text citations. Properly paraphrased.	Three current sources of which only 1 was peer-reviewed. Some references are not properly documented with in-text citations. Paraphrase needs minor improvement.	Less than three current sources; some are current and only 1 or none are peer-viewed. Many references are not properly documented with in-text citations. Paraphrase needs major improvement.	No sources are credible or peer-reviewed. Most references are not properly documented with in-text citations. Paraphrase borders on or is plagiarism.
Content Completeness	Paper demonstrates that the author fully understands and has applied concepts learned in their research. Ties together information from all sources. Paper flows smoothly from one issue to the next. Author's writing demonstrates a professional tone and writing is clear to the reader.	Paper demonstrates that the author understands and has applied some of the concepts. Information from all sources needs minor improvements. Most of the paragraph writing flows. Author's writing demonstrates a progress toward professional tone but could be clearer.	Paper demonstrates that the author has a poor understanding of the concepts. Information from all sources needs major improvements. Many of the paragraphs do not flow from one issue to the next. Author's writing demonstrates weak writing skills for a junior-level student.	Paper too incoherent for the reader to gain any information about the research.
APA Formatting	Written in third person. Error free APA citations, references, and formatting	2 or less errors	4 or less errors	5+ errors
Mechanics	No spelling &/or grammar mistakes	Minor spelling &/or grammar mistakes	Major noticeable spelling &/or grammar mistakes	Unacceptable number of errors

Length	Paper satisfies the number of words specified in the instructions			Paper has more or fewer words than the number specified in the instructions
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Guide & Instructions for Completing Pre-assignment: Acceptance of Academic Honesty Policy

DUE: Sunday, August 30, 2020 by 11:59 pm

Download Undergraduate Academic Dishonesty policy ([Undergraduate Academic Dishonesty 13.99.99.R0.03](#)) and send the document to your instructor as an indication of your understanding and acceptance of this policy.

Guide & Instructions for Completing Assignment 1: Research Project #1

DUE: Sunday, September 13, 2020 by 11:59 pm

VALUE: 100 Points

STUDENT LEARNING OUTCOME #3: Demonstrate the ability to perform high-quality search skills using TAMU-C library databases and websites for professional engineering and management organizations.

Outcome 3.1: Complete an assigned research project on current technology management topics.

Outcome 3.2: Correctly paraphrase research articles

Outcome 3.3: Demonstrate effective writing skills

Outcome 3.4: Apply APA formatting to a research paper

PRE-ASSIGNMENT ACTIVITIES:

- Read textbook Chapters 1 and 2.
- Review Instructor Notes for Chapters 1 and 2 including any listed videos.
- Review the [TAMU-C Library pages](#) for instructions on how to search library databases.
- Download and review the credible source checklist located in your D2L course to ensure your sources are credible.

DIRECTIONS:

Develop and write a 100-125 word original paper using APA formatting and research references that addresses all of the following topics:

- An explanation of Technology Management?

- Locate and paraphrase 3 articles that provide guidelines for managers on how to manage technology. These articles must pass the credibility checklist published in your course and a publish date within the last six years.

The references section is excluded from the word count.

APA FORMATTING:

For details on APA formatting for fonts, margins, paragraph spacing, paragraph indentions, headers, APA references, and page numbers. Follow the example on the [Purdue University OWL website](#). Required sections include the body and APA reference page. A table of content, title page, and abstract are not required. Add a footer on all pages of the paper with your full name (last name first) and your CWID using a 10 point font:

Example: Doe, John-12345678

Short bulleted lists are acceptable as they make it easier for the reader to process information. However, they should not serve as a replacement for narrative! Follow APA guidelines for developing bulleted lists.

SUBMISSION INSTRUCTIONS:

Project is to be submitted through the associated D2L Brightspace course assignment folder. The file name **must** follow this format: Your Last Name, First Name Research Project 1:

Example: Doe, John Research Project 1

Guide & Instructions for Completing Assignment 1: Research Project #2

DUE: Sunday, October 11, 2020 by 11:59 pm

VALUE: 100 Points

STUDENT LEARNING OUTCOME #3: Demonstrate the ability to perform high-quality search skills using TAMU-C library databases and websites for professional engineering and management organizations.

Outcome 3.1: Complete an assigned research project on current technology management topics.

Outcome 3.2: Correctly paraphrase research articles

Outcome 3.3: Demonstrate effective writing skills

Outcome 3.4: Apply APA formatting to a research paper

PRE-ASSIGNMENT ACTIVITIES:

- Read Textbook Chapters 3, 4, and 5.
- Review Instructor Notes for Chapters 3, 4, and 5 including any listed videos.
- Review the [TAMU-C Library pages](#) for instructions on how to search library databases.
- Download and review the credible source checklist located in your DSL course to ensure your sources are credible.

DIRECTIONS:

Based on your readings in Chapters 1-5 and research of innovation concepts, develop an original paper of 200-225 words. The references and abstract are excluded from the word count. Use APA formatting and research references as required in the Research Project #1. As the focus in chapters 3-5 are related to innovation, define and provide example(s) on one of the following topics (your choice) as they pertain to technology innovation:

- Knowledge Management
- Agile Organization
- Business Intelligence
- Business Process Reengineering
- Globalization
- Decision-Making Systems
- Forecasting Systems
- Business and IT Strategy Alignment
- Strategic and Tactical Planning
- Supply Chain Management Systems

Focus your research on how innovation was achieved, encouraged, and occurred in the area of your chosen topic. Your paper should address questions such as how/why it came to be, how the technology is managed, what strategy was used to develop and enhance it, etc. Your research should define the topic but good examples of successful or unsuccessful innovation that will strengthen your paper. Give details of why your cited example(s) was successful or unsuccessful (example SWOT analysis table). Tie your research to the textbook concepts where appropriate. You may use a best-seller book and/or a TEDx talk to define and illustrate your topic. Include any cited images that support your definition or example.

APA FORMATTING:

For details on APA formatting for fonts, margins, paragraph spacing, paragraph indentions, headers, APA references, and page numbers. Follow the example on the [Purdue University OWL website](#). Required sections include the body and APA reference page. A table of content and title page are not required. Add a footer on all pages of the paper with your full name (last name first) and your CWID using a 10 point font:

Example: Doe, John-12345678

Short bulleted lists are acceptable as they make it easier for the reader to process information. However, they should not serve as a replacement for narrative! Follow APA guidelines for developing bulleted lists.

SUBMISSION INSTRUCTIONS:

Project is to be submitted through the associated D2L Brightspace course assignment folder. The file name **must** follow this format: Your Last Name, First Name Research Project 1:

Example: Doe, John Research Project 2

Guide and Instructions for Completing Assignment 3: Research Project #3

DUE: Friday, December 4, 2020 by 11:59 pm

VALUE: 100 Points

STUDENT LEARNING OUTCOME #1: Identify current management of technology guidelines and innovation techniques.

Outcome 1.3: Within a team environment, create a professional presentation with original visuals that model technology management and/or innovation guidelines.

STUDENT LEARNING OUTCOME #2: Demonstrate problem solving and critical thinking abilities to improve effective decision-making.

Outcome 2.1: Create a strategic plan for a business function area (e.g., finance, marketing, production, R&D, sales, IT, transportation, etc.) which provides a clear linkage to the business' overall strategic plan while highlighting technology issues.

STUDENT LEARNING OUTCOME #4: Explain the phases of strategic management as they pertain to technology and innovation.

Outcome 4.1: Post strategic plan (developed for Outcome 2.12) presentation to an online video-sharing platform that demonstrates an understanding of a plan's content and a linkage to other business plans.

PRE-ASSIGNMENT ACTIVITIES:

- Read Textbook Chapters 6-8.
- Review Chapters 1-5.
- Review Strategic Plan Example provided by the Instructor.
- Review the Presentation Guide at the Baruch College website:
<https://www.baruch.cuny.edu/tutorials/powerpoint/design.htm>.

DIRECTIONS:

This assignment is a team project. I will provide the team member designations by mid-term.

Using YouTube, Powerpoint, or Screencast as your platform, create a 4-5 minute presentation of a strategic plan for a real or fictional business department following the example I will provide. After you record your individual slides with voice-over presentation, you will provide me with the link to the presentation. In the presentation, you must show the linkages between company strategies, the strategies of the department that include the use of technology for advantage, and the proposed projects for the coming year. The presentation must use the following outline (in this order):

1. Cover page
2. Department vision statement
3. Department mission statement
4. Key responsibilities of functional groups within the department
5. Customers and stakeholders for department outputs
6. Competitive analysis including SWOT, apparent strategies, and stated core competencies
7. Strategic issue statements/analysis
8. Key strategies
9. Enabling (secondary) strategies
10. Proposed initiatives and investments
11. Specific one-year horizon objectives
12. Project summary
13. Organization chart
14. Planning assumptions
15. Capital and operating budgets for upcoming year

Most of your questions can be answered by reviewing the Strategic Plan example provided by the instructor.

The video can be made with a smart device with a camera, smart phone, webcam, laptop, etc. This does not need to be a blockbuster film. However, I must be able to hear you and see your slides clearly. To keep the presentation within the five minute limit, it is helpful to remember that your voice-over should be a paraphrase, highlighting the slide's content. Do not read the slides word-for-word to the audience (HINT: they already know how to read!) A video showing how to add narration to a Powerpoint slide show can be found at this location: https://www.youtube.com/watch?v=Dxhxvg_zUQ

GRADING RUBRIC FOR RESEARCH PROJECT #3:

Rubric Categories	Excellent 20 to 17 points	Proficient 16 to 9 points	Novice 8 to 3 points	Needs Improvement
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100 Total Points				2 to 0 points
Appearance & Delivery	All slides are concise and easy to read enabling the audience to comprehend the major points of the presentation. The paraphrases used by the speaker are highly effective.	Most slides are concise and easy to read enabling the audience to comprehend the major points of the presentation. The paraphrases used by the speaker are largely effective.	Many slides are concise and easy to read enabling the audience to comprehend the major points of the presentation. The paraphrases used by the speaker are somewhat effective.	Most/all slides are difficult to read making it difficult for the audience to comprehend the major points of the presentation. The paraphrases used by the speaker are ineffective.
Content Completeness	Presentation discusses properly all topics included in the outline provided by the instructor.	Presentation discusses properly most of the topics included in the outline provided by the instructor.	Presentation discusses properly most of the topics included in the outline provided by the instructor.	Presentation discusses few or none of the topics included in the outline provided by the instructor.
Organization & Flow	Presentation follows the outline provided by the instructor.	Presentation follows the outline provided by the instructor to a great extent.	Presentation follows the outline provided by the instructor to some extent.	Presentation shows little if any conformity with the outline provided by the instructor.
Accuracy in Use of Terms	No spelling &/or grammar mistakes	Minor spelling &/or grammar mistakes	Major noticeable spelling &/or grammar mistakes	Unacceptable number of errors
Length	Presentation satisfies the five (5) minute maximum requirement			Presentation exceeds the five (5) minute maximum requirement

Guide & Instructions for Completing Assignment 4: Discussion Boards (1-5)

DUE: see “Course Calendar”

VALUE: 20 Points Each

STUDENT LEARNING OUTCOME #1: Identify current management of technology guidelines and innovation techniques.

Outcome 1.2: Submit posts and replies to discussion boards that deal with management and technology issues and innovation concepts and guidelines

STUDENT LEARNING OUTCOME #4: Explain the phases of strategic management as they pertain to technology and innovation.

Outcome 4.2: Post and reply to discussion boards reflecting real-world scenarios

DIRECTIONS:

Five (5) discussion boards are scheduled during the semester. Each board will be related to a case study scenario provided by the instructor. To receive full credit for the

assignment, you must **submit a post of no less than 40 words**, in your own words, on the topic. These posts are to be completed by Wednesday at midnight of the week due. You must also develop **two substantive replies** to the posts of other students (due by the following Sunday at midnight). Responses such as “I agree” or “that’s right” are not substantive.

Each discussion board is worth 20 points for a total of 100 points for the five boards. Grading for each of these boards will be done according to this rubric: the post is worth 10 points; each of the two replies is worth 5 points. Points on discussion board assignments are the easiest points to score in this class. However, failing to participate fully in these activities can often make the difference in the final letter grade achieved in this class!

TECHNOLOGY REQUIREMENTS

Technology Support

Browser Support

D2L Brightspace is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L Brightspace cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Brightspace Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L Brightspace products. Customers can report problems and receive support for issues. For an optimal experience, D2L Brightspace recommends using supported browsers with D2L Brightspace products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L Brightspace products. Customers can still report problems and receive support for critical issues; however, D2L Brightspace does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The D2L Brightspace Support features are now optimized for production environments when using the Google Chrome, Apple Safari, Microsoft Edge, Microsoft Internet Explorer, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or point release of that major version) and the previous major version of iOS (the latest minor or point release of that major version). For example, as of June 7, 2017, D2L Brightspace supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

Basic Technology Requirements

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
 - ✓ 512 MB of RAM, 1 GB or more preferred
 - ✓ Broadband connection required courses are heavily video intensive
 - ✓ Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
 - ✓ Sound card, which is usually integrated into your desktop or laptop computer
 - ✓ Speakers or headphones
 - ✓ For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site http://www.java.com/en/download/manual.jsp](http://www.java.com/en/download/manual.jsp)
- Current anti-virus software must be installed and kept up-to-date.

Running the browser check will ensure your internet browser is supported. The following settings are required:

- Pop-ups are allowed;
- JavaScript is enabled; and
- Cookies are enabled.
- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
 - ✓ [Adobe Reader https://get.adobe.com/reader/](https://get.adobe.com/reader/)
 - ✓ [Adobe Flash Player \(version 17 or later\) https://get.adobe.com/flashplayer/](https://get.adobe.com/flashplayer/)
 - ✓ [Adobe Shockwave Player https://get.adobe.com/shockwave/](https://get.adobe.com/shockwave/)
 - ✓ [Apple Quick Time http://www.apple.com/quicktime/download/](http://www.apple.com/quicktime/download/)
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.
- YouTube, Powerpoint, or Screencast are optional platforms for the development of your project under Assignment 3.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

D2L Brightspace Support

Student Support

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of D2L Brightspace, please contact D2L Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words “[click here](#)” to submit an issue via E-mail.



System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

Assistance Through *The Writing Center*

The Writing Center at Texas A&M University is committed to assisting student writers at all levels. The Writing Center is located on-campus in the Hall of Languages Building, Room 103. The hours of operation are Monday through Thursday from 9:00 a.m. until 4:00 p.m. and on Friday from 9:00 a.m. until 1:00 p.m. There is also an Online Writing Lab, accessed by sending an e-mail to: writing.tamuc@gmail.com

Interaction with Instructor Statement

- Correspondence with your instructor in this course will be done via e-mail.
- All e-mails to your instructor must be written clearly in a formal business format.
- E-mails must be written to reflect your professionalism: complete sentences, correctly spelled words, correct punctuation, grammar, etc.
- All e-mails sent to your instructor **MUST** have the following in the e-mail
SUBJECT LINE: TMGT 350 01W – M. Smith: Your First Name, Your Last Name, Your CWID #, Subject of E-mail

- Virtual Office Hours: Virtual office hours are noted on page 1 of this course syllabus. I check also my e-mail inbox regularly and try to reply to all messages within 24 hours.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

This class will operate according to the following policies to ensure fairness and equal treatment to all students:

- Work, vacation, travel, and sickness/accident/death outside your immediate family do NOT constitute approved excuse for failing to complete assignments and/or meeting course deadlines and due dates.
- If you find it necessary to miss a deadline/due date and you believe you have a valid reason that meets university guidelines and course policy, notify the instructor immediately in writing!
- Grading policies and requirements identified in this course syllabus are non-negotiable and will be adhered to in this course of study with all students held to an identical and equal standard.
- If you do not agree with any requirement herein, believe any requirement to be “unfair” or “unreasonable,” or believe that less should be expected of you than your classmates in order to earn a comparable course grade, you should WITHDRAW IMMEDIATELY from this course and re-evaluate your dedication to the principle of academic integrity and success!
- Grades earned in this course will be based on a numerical value and the final course grade will be recorded/posted as a letter grade (see “Grading Scale”).
- Numerical scores that determine the final course grade will not be rounded-up.

NOTICE: If you are not willing to devote the time and effort necessary for the successful completion of this course or if you do not have the prerequisite knowledge/skills to successfully complete this course, you need to discuss this matter with your academic advisor immediately.

Civility is the rule at all times!

Syllabus Change Policy

This syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](#)

<http://www.albion.com/netiquette/corerules.html>

University's Pandemic Response

A&M-Commerce requires the use of face-coverings in all instructional and research classrooms/laboratories. Exceptions may be made by faculty where warranted. Faculty have management over their classrooms. Students not using face-coverings can be required to leave class. Repetitive refusal to comply can be reported to the Office of Students' Rights and Responsibilities as a violation of the student Code of Conduct.

Students should not attend class when ill or after exposure to anyone with a communicable illness. Communicate such instances directly with your instructor. Faculty will work to support the student getting access to missed content or completing missed assignments.

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

Plagiarism

United States law recognizes that words and ideas have value and can be stolen. The expression of original ideas is considered intellectual property and is protected by copyright laws. Almost all forms of expression fall under copyright protection as long as

they are recorded in some way (such as a book, article, musical composition, or computer file).

All of the following are considered examples of plagiarism:

- Turning in someone else's work as your own.
- Copying words and/or ideas from someone else without giving proper credit (references).
- 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 ideas from a source that it makes up the majority of the work you have written, whether you give credit or not.

Be aware that your instructor will be actively looking for all occurrences of plagiarism and, when caught, the results may be devastating to your academic career (see "Academic Integrity"). To avoid plagiarism, a student must give credit whenever they:

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

Any works referenced should be properly cited in accordance with the APA 6th edition Publication Manual. **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, projects, and examinations or other coursework. In most cases plagiarism can be avoided by citing 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 receive a grade of F with zero (0) points

Collaboration

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

Use of Outside Sources for Written Work, Papers, and Assignments

In this course, if it is determined that a student used paid services to obtain previously written work, have the service write course papers, or prepare course assignments, that student will receive a failing grade (0 points) on the work in question. In addition, the student may be subject to recourse according to University policy (see "Academic Integrity").

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

ADA Statement

Students with Disabilities

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, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce

Gee Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

E-mail: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web URL:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

COURSE CALENDAR

WEEK		CHAPTER	ACTIVITIES TO COMPLETE
August	24-30	PART 1 Chapter 1	Course Pre-test Submit Acceptance of Academic Honesty Policy Part 1 Instructor's Chapter Notes
August September	31-Sep 6 7-13	Chapter 2	Discussion Board #1 PART 1 Exam (Chapters 1 and 2) Research Project #1
September	14-20	PART 2 Chapter 3	PART 2 Instructor's Chapter Notes
	21-27	Chapter 4	
	28-Oct 4	Chapter 5	Discussion Board #2
October	5-11		PART 2 Exam (Chapters 3, 4, and 5) Research Project #2
October	12-18	PART 3 Chapter 6	PART 3 Instructor's Chapter Notes
	19-25	Chapter 7	Discussion Board #3
	26-31	Chapter 8	Discussion Board #4
November	1-7		PART 3 Exam (Chapters 6, 7, and 8) Research Project #3 Proposal
November	8-14	PART 4 Chapters 9, 10	PART 4 Instructor's Chapter Notes
	15-21	Chapters 11, 12	
	22-29		Discussion Board #5
	30-Dec 4		Research Project #3 PART 4 Exam (Chapters 9, 10, 11, and 12) Assignments due this week by 12/4, 11:59 pm

Refer to the University Master Calendar for additional important dates.

Biographical Summary for Your Instructor

Dr. Marcus L. Smith, Jr. has been an assistant professor of technology management in the Department of Engineering & Technology/College of Science & Engineering since January, 2017. He received his Doctor of Business Administration degree from the University of the Incarnate Word, San Antonio, Texas. He also holds a Master of Science degree in Engineering Management and a Bachelor of Science degree in

Computer Science from the Missouri University of Science & Technology located in Rolla, Missouri.

Dr. Smith has over thirty-five years of information technology experience including ten years in the Chief Information Officer (CIO) role for three companies. Additionally he served as the Chief Technology Strategist for AT&T's Signature Client Group. In that capacity, he assisted major customers including United Services Automobile Association (USAA), Clear Channel Communications, H.E. Butt Grocery Company (H-E-B), Valero, Whole Foods, and Advanced Micro Devices (AMD) in aligning their strategic business objectives with a technology roadmap. His total body of career experiences represents a combination of consulting best practices and industry practitioner.

Prior to joining AT&T, Dr. Smith served as CIO for Pabst Brewing Company, Mallinckrodt Medical Company, and OmniAlert (a technology start-up). He also worked for top-tier consulting firms including Price Waterhouse, Ernst & Young, and Computer Sciences Corporation (CSC). While at CSC, Dr. Smith led the development of a set of innovative frameworks and methods for a new consulting practice that linked and aligned clients' strategic business plans with their information technology plans.