



## TMGT 517 – Vendor & Value Chain Management COURSE SYLLABUS: Spring 2026



**Instructor: Paul R. McCright, PhD** – Instructor & Grad. Faculty

**Office Location:** Ag/ET 213B

**Office Hours:** Monday & Wednesday: 2:00-4:00 p.m.  
Tuesday & Thursday: 10:30-11:30 a.m.

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**Faculty WebPage URL:**

**Class WebPage URL:**

**Courseware URL:** <http://myLEOonline.tamuc.edu/>

### COURSE INFORMATION

**CRN:** Program CIP Code: – [Industrial Technology/Technician](#)

**Delivery format:** On-line, Web-based course – No required physical meetings.

**Semester Credit Hours:** 3 SCH

#### ***Catalog Course Description:***



Study of advanced methods for the management of vendors and value chains that apply to contemporary technology-intensive organizations. Includes investigation of techniques for contract management, Request for Proposal (RFP) development, proposal review, mergers and acquisitions (M&A) due diligence activities, expectation communication and management, and special considerations for outsourced technology-related services. Students will be required to do extensive reading, case study related research, and original writing assignments/projects.

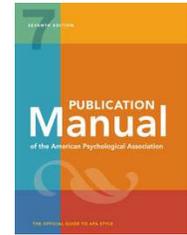
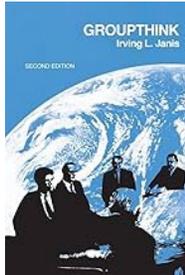
#### ***Materials – Textbooks, Readings, Supplementary Readings:***

**Textbook Required:** Carrideo, Agostino, *Vendor Management* (2015); ISBN: 1514315203

This is an inexpensive easy-read popular management book meant for practitioners rather than academics. It serves as a jumping-off point for the course.

**Textbook Recommended:**

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). <https://doi.org/10.1047/0000165-000> ISBN 978-1-4338-3216-1

**Supplemental Readings Not Required:**

Janus, Irving L., *Groupthink* (1982)  
ISBN: 978-0395317044

This book is expensive (about \$35 for a used copy on Amazon) so you might want to see if your local library has a copy you can check out. Check with some of your older managers who might have gotten the book in the mid 1980's. It's a great read.



Guyer, J. Paul, *Ethical Issues from the Kansas City Hyatt Hotel Collapse* (2018)

This book sells for about \$18 on Amazon or a Kindle version for \$10. It is a great story of vendor contracting gone bad. If you cannot locate this book, search for some articles on this topic. I'm sure you can learn a lot about this disaster without investing in the book.



Helmold, Mark, et al, *Lean Management, Kaizen, Kata and Keiretsu: Best-Practice Examples and Industry Insights from Japanese Concepts* (Management for Professionals) (2022)  
ISBN: 978-3031101038

Also an expensive book. Check your library or ask the manager of production at your company. Perhaps your company might purchase it and let you read it.

**Course-Specific Student Learning Outcomes:**

Learners in the course will demonstrate...

1. An ability to evaluate the suitability of potential vendors in technological business;
2. An ability to understand and articulate managerial theories concerning the management of technological vendors;
3. An ability to monitor and evaluate the effectiveness of vendor activities;
4. An ability to apply critical thinking skills to managing high-performance teams including teams comprised of vendor employees;

5. An ability to express complex concepts and ideas through professional-quality writing and to apply those ideas to real-world situations; and
6. A high level of ability to support their ideas by referencing peer-reviewed journal articles.

***Program Student Learning Outcomes:***

Graduates of the Master of Science in Technology Management program at Texas A&M University-Commerce will...

1. evaluate and defend leadership and organizational strategies associated with technology-intensive enterprises;
2. summarize and explain organizational development and strategies common to technology-intensive enterprises;
3. formulate and assemble component ideas in order to successfully execute a project plan; and
4. analyze information in order to formulate effective solutions.

**IMPORTANT NOTICE!!! Grading policies and requirements identified in this syllabus will be adhered to 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 DROP this course and re-evaluate your dedication to academic integrity and success!**

## COURSE REQUIREMENTS

***Instructional Methods / Credit Activities / Assessments***

This is an online course which utilizes quizzes, discussions, and a series of activities and assignments to assist students in achieving the course learning outcomes. As a graduate-level course, grammar, spelling, and demonstrated organization of thought will be considered in the grading of all assignments.

***Grading (points and distribution of weighting subject to revision prior to start of course)***

Assignments	5 @ 100pts. ea.	500 points	62.5%
1. Essay on Organizational Cultures			
2. Essay on High-Performance Teams			
3. Case Study on Vendor-Caused Problems			
4. Essay on The Ideal Vendor			
5. Essay on Japanese Management Techniques			
Discussion Forums	2 @ 50pts. ea.	100 points	12.5%
Each 50pt. Discussion activity consists of 1 post @ 30pts. and 2 responses @ 10pts. each.			
Research Paper	1 @ 200pts.	200 points	25.0%
<b>Total points possible</b>		<b>800 points</b>	

## Grading Rubric for Written Assignments

Rubric Categories	Excellent	Proficient	Novice	Insufficient
100 Total Points	20 to 17 points	16 to 9 points	8 to 3 points	2 to 0 points
Content Completeness and Accuracy	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 graduate-level student.	Paper too incoherent for the reader to gain any information about the research.
Sources	Three or more current sources of which at least 2 are peer-review journal articles or scholarly books. Properly credited with correct and complete in-text citations and references. Properly paraphrased.	Three current sources of which only 1 was peer-reviewed. Some references are not properly credited with in-text citations and/or reference entries. Paraphrasing needs minor improvement.	Less than three current sources; some are current and only 1 or none are peer-viewed. Many sources are not properly credited with in-text citations and references. Paraphrasing needs major improvement.	No sources are credible or peer-reviewed. Most references are not properly credited with in-text citations and references. Paraphrasing borders on or is plagiarism.
Formatting per Manuscript Guide and APA Manual	Written in third person. Error free. Correctly implements formatting requirements provided in Manuscript Guide and APA Manual as appropriate. citations (in-text and after-text references) and APA formatting.	No more than 2 errors (1-2 errors) 1 error – 13-16 pts 2 errors – 9-12 pts	No more than 4 errors (3-4 errors) 3 errors – 6-8 pts 4 errors – 3-5 pts	5+ errors – 0-2 pts
Mechanics	No spelling and/or grammar mistakes.	Minor spelling and/or grammar mistakes.	Major noticeable spelling and/or grammar mistakes.	Excessive number of spelling and/or grammar mistakes.
Length	Paper satisfies the number of words/pages specified in the instructions.	1 point deducted for every 5 words outside specified range.		Paper has <b>more</b> or <b>fewer</b> words/pages than the number specified in the instructions.

## Final Letter Grade Calculation from 800 points possible

<b>Total Points Earned</b>	<b>%</b>	<b>Grade</b>
716– 800	89.5-100	<b>A</b>
632 – 715	79.5-89.4	<b>B</b>
548 – 631	69.5-79.4	<b>C</b>
464 – 547	59.5-69.4	<b>D</b>
≤ 463	≤ 59.4	<b>F</b>

Note: The point ranges identified here take traditional rounding based on a maximum percentage score of 100% into account.

Your instructor genuinely desires to see all students perform exceptionally well and earn a passing grade in this course. Likewise, your instructor also firmly believes in a student's right to fail, and shall not deny you that right should you so choose to earn that grade by virtue of your performance, or lack thereof, in this course. **YOU** determine your grade in this course by your performance, **NOT** the instructor!

### **Non-credit Activities**

Certain activities may be required as part of the course but not be entered in the gradebook as credit activities. Although not conducted for credit, completion of certain activities may be required as internal prerequisite activities before proceeding to subsequent credit-earning activities is permitted.

### **Submission of Assignments**

**Assignments MUST be submitted in the designated location to be considered submitted. (e.g. – If you upload a document to a location other than that in which it is required to be uploaded, it is NOT submitted.) Assignments MUST be completed and correctly submitted by the designated due dates and meet the required submission guidelines to be considered for full credit.** Submitted work must be readable and printable using the native format of software specifically identified for use in the course. This is typically a commonly available Microsoft product (included in Office Suite), or Adobe Acrobat (.pdf format). Files should be submitted in the application's primary native format (e.g. .docx, .xlsx, .gan, etc.). Any other formats will not be accepted without prior approval. Students must retain electronic copies of all submitted works and have available for resubmission should unforeseen technical circumstances warrant.

The writing and reference formatting style identified in the specified edition of the *Publication Manual of the American Psychological Association* (APA) is required for use on written assignments in this course and all courses offered within the ETAMU Department of Engineering & Technology. The most critical aspect of writing with APA in this course is the observation of correct citation and reference requirements. Failing to properly cite the work of others constitutes plagiarism, an act of academic dishonesty resulting in disciplinary action. The approved TMGT Manuscript Guide provides program specific information on required and allowed variations from APA Style. These two sources are essential references in preparing written assignments for submission. Only specific assignment instructions supersede these established formatting and style requirements.

In the workplace, you are expected to produce documents that are clear, error-free, and visually effective in communicating the intended message. All work submitted for credit in this course

must also satisfy these general professional expectations as well as be appropriate for the specific purpose and audience for which the communication is intended. Quality of work will be reflected in the assignment scores.

All coursework must identify the student and contain an appropriate assignment identifier within the document. Submissions without this required information will earn a grade reduction for that activity. This is part of “following instructions” and meeting the requirements of the course.

Electronic file submissions MUST conform to the following naming conventions if not specified otherwise in the assignment guidelines:

**LastName,FirstName–Course Prefix&Number–Activity ID.FileExtension** (no spaces in filenames)

Examples:

Einstein,Albert-TMGT517-Assignment2.pdf

Tesla,Nikola-TMGT517-Assignment4.doc

Feynman,Richard-TMGT517-Project.docx

Important: Files uploaded into the LMS should NOT contain special characters such as the pound symbol (#). Attempting to upload a file with a restricted character could result in an error and failure of the upload process. For example, one would use Activity1 rather than Activity#1 in a filename.

Note: Specific assignment instructions may supersede certain requirements specified in this section. Follow assignment-specific instructions for maximum credit eligibility.

As you conduct outside readings and research, be familiar with the requirements of this course. As you read, take notes of points that you may wish to include in your assignment responses. Be sure to maintain the title, author, location, etc. of the sources of your research as you go so you will be able to provide a complete reference entry for the source if cited. 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, where applicable. Additionally, I will be looking for evidence that you have conducted outside readings and research and that you understood what you read. Write to your intended audience at a level they can understand. Refer to the **MS-TMGT Manuscript/Assignment Guide** and **APA 7<sup>th</sup> ed. Style Manual**.

**Assignments MUST include the following statement placed on a cover page:**

**On my honor**, I have had no assistance in researching and writing this assignment. I have not discussed the content, the questions, or potential answers with any other person. I have not used AI-based writing programs (except SpellCheck or GrammarCheck) without referencing them as sources. I have received no help on this work except for a review of the writing by a writing tutor or other responsible person not enrolled in this course.

Electronic Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Assignments MUST be completed and submitted by the designated due dates, in the designated location. Some assignments may not be accepted late, for any credit. When eligible for late submission, full credit cannot be earned by late or incomplete**

**assignments. Assignment credit is reduced by 10% of its value, or up to this amount at the instructor's discretion, for each day late if submitted after the posted due date/time.** (e.g. Assignments may lose all their value at 10 days past due.) Further, **late assignment submissions may be rejected** at the instructor's discretion. A challenge of the late acceptance policy above will likely result in the outright and immediate rejection of a late submission. Unless indicated otherwise, posted assignments may be submitted early; however, students should be aware that this does not imply that assignments will be graded prior to the assignments' due date as assignments are typically evaluated as a group once all submissions have been received. All times specified in the course are in the Central Time Zone.

Due-dates may be listed in multiple locations throughout the course to assist you in keeping deadlines; however, the **Class Schedule**, available on the class public webpage, and embedded on the Schedule/Calendar page in the courseware, is the primary and definitive reference for official due-dates for class assignments. The calendar should be referenced for due-date confirmation on all assignments and in the event of any discrepancy between documents or date references within the course, the dates provided on the **official Class Schedule** will take precedence and be enforced. In the event circumstances warrant a modification of the due-date of an assignment, the change will be announced in a prominent location in the course (the Virtual Classroom or Announcement section) and the Class Schedule will be updated accordingly. Should you find a discrepancy of dates within the course, please notify the instructor as to their exact locations so it can be corrected.

### ***Make-up and extra credit assignments***

**No make-up, extensions, resubmissions, or extra credit assignments are available in this course.** Credit is earned exclusively by completing the required activities, as assigned, and submitting them by the due date, in the designated location.

## **TECHNOLOGY REQUIREMENTS**

### **LMS**

All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

[https://documentation.brightspace.com/EN/brightspace/requirements/all/browser\\_support.htm](https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm)

Zoom Video Conferencing Tool

[https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom\\_Account.aspx?source=universalmenu](https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu)

### ***Course-specific Software/Hardware/Peripherals***

Students will make use of the following software application to complete course assignments:

MS Word

## ACCESS AND NAVIGATION

This course will be facilitated using Desire 2 Learn (D2L) Brightspace, the Learning Management System (LMS) used by East Texas A&M University. The university refers to this on-line course environment as “myLeo On-line.” To get started with the course, access myLeo On-line through your myLeo Portal, or go directly to: <http://myLEOonline.tamuc.edu/>

You will need your Campus-Wide ID (CWID) and password to log in to 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](mailto:helpdesk@tamuc.edu).

To participate in the online course environment, login to the course in myLeo On-line and follow the instructions provided in the course. Instructions, project guidelines, and relevant resources will be provided as needed throughout the course. The Virtual Classroom should be monitored and contributed to regularly. Special announcements or instructions may also be placed in the Announcements, the Virtual Classroom, or sent directly to your Leo email, which should be monitored regularly throughout your enrollment at ETAMU.

**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, coffee shop, an ETAMU campus open computer lab, etc.

## COMMUNICATION AND SUPPORT

### ***Interaction with the Instructor***

The instructor is available via a variety of avenues. The best path depends on the nature of the content you wish to convey or ask. If you have a general question about the class content, the syllabus and course materials are provided within the courseware environment and may already provide the answer you seek. If you have a question or comment of the nature that would typically be presented in a traditional classroom environment, please do so in the Virtual Classroom so that others might benefit from and participate in the exchange. If you know the answer to a fellow student's question, please respond. Personal content involving grades, progress, etc. should be addressed with me via private e-mail: [Paul.Mccright@etamu.edu](mailto:Paul.Mccright@etamu.edu). Your name, CWID, and course number (if regarding a specific course) **must** be included in any and ALL electronic correspondence. All class related E-mail correspondence must have the following in the subject line:

TMGT 517 - *First & Last Name, subject of correspondence*

To help ensure the safety, health, and well-being of our colleagues and students during the active Coronavirus pandemic, advising and course activities will be conducted via on-line means, to the extent possible. Email is the preferred means of communication and if email proves to be insufficient for communication on a particular topic, an on-line meeting may be coordinated. Note that telephone and voice mail contact are not an appropriate or reliable means of contacting the instructor as the line and voice mailbox are not actively monitored.

### ***D2L Brightspace (MyLeo On-line) Technical Support***

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

### **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:

<https://www.tamuc.edu/writing-center/>

### **Other Questions/Concerns**

Contact the appropriate TAMU-C department relating to your questions/concern. If you are unable to reach the appropriate department with questions regarding your course enrollment, billing, advising, or financial aid, please call 903-886-5511 between the hours of 8:00 a.m.- 5:00 p.m., Monday through Friday.

## **COURSE AND UNIVERSITY RULES/PROCEDURES/POLICIES**

### **Student Guidebooks**

The current [Graduate Student Guide](#) is available here:

<https://inside.tamuc.edu/academics/graduateSchool/documents/Graduate%20Student%20Guide.pdf>

The current [Student Guidebook](#) is available here:

[http://www.tamuc.edu/student\\_guidebook/Student\\_Guidebook.pdf](http://www.tamuc.edu/student_guidebook/Student_Guidebook.pdf)

### **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: <https://www.britannica.com/topic/netiquette>

### **ETAMU 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

East Texas A&M University does not tolerate **plagiarism** and other forms of academic **dishonesty**. Plagiarism represents disregard for academic standards and is strictly against University rules. Plagiarized work can result in a “0” on a given assignment(s) or an “F” for the course as well as further administrative sanctions permitted under university procedures. You may discuss course work and other course materials with fellow students (except during tests), but it is inappropriate to have another student, anyone, or anything else, do your course work or provide you with any portion of it. Further, assignment responses written by or purchased from a third-party writer or generated by an AI source, such as ChatGPT, GPT-4, or similar, may not be submitted in part or whole to satisfy assignment requirements.

Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty. "Academic dishonesty" includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), auto-plagiarism (duplicate submission of single work for credit in multiple or repeated classes), patch-writing (attempting to paraphrase by replacing selected words at intervals within a quotation with words of similar meaning), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), forgery (representing yourself as some else on a document, signing a roster on another student's behalf, soliciting or conspiring to commit a written misrepresentation of identity, etc.), and abuse (destruction, defacing, or removal) of resource material. All works submitted for credit must be original works created **by the scholar** uniquely for the class. Works submitted are subject to submission to TurnItIn, or other similar services, to verify the absence of plagiarism. Consequences of academic dishonesty may range from reduced credit on the plagiarized assignment to petition for removal from the academic program or institution, depending on the circumstances and extent of the violation; however, in typical instances, an automatic F on the assignment is considered appropriate as a minimum consequence. For additional information on the obligations and consequences regarding plagiarism and academic dishonesty, refer to University Procedure [13.99.99.R0.10 Graduate Student Academic Dishonesty](http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf).  
<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf>

Assignments and questions utilized in coursework and examinations are to be considered the intellectual property of the instructor and the university, unless identified otherwise, with applicable copyright restrictions, and MAY NOT be distributed or shared outside the class. This includes the distribution of content to other students not currently enrolled in the class and the uploading of course content to external databases or third party, commercial websites. Any student doing so may be held accountable as a violation of academic honesty.

Also, be aware that the statute of limitations for penalties for plagiarism does not end upon the completion of the course or even upon graduation. If an instance of plagiarism is found anytime 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.

## Avoiding Plagiarism

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 must be properly cited and referenced in accordance with APA 7<sup>th</sup> edition style. Do not forget to reference the use of AI programs.

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>

An excessive Similarity Score, as indicated by TurnItIn or similar plagiarism detection tool, on any written assignment is an indication of either Academic Dishonesty OR a lack of acceptable knowledge regarding how to properly credit sources. Neither of these is acceptable and will lead to an undesirable outcome on the assignment, and most likely the course. A Similarity Check Dropbox is provided in the course as a courtesy so that you may submit your work to verify that your similarity score is in an appropriate range BEFORE submitting your final work to the official Dropbox folder designated for the particular activity. You may submit, revise, and resubmit your documents to this Dropbox as many times as necessary to achieve an appropriately low score.

So, what is an appropriate range? As the Similarity Score is an indication of how much of your work can be found in previously published works, the lower the score the better. It is not unusual for students to submit works that score from 0% to 3%. On the other end, if you submit work that shows to be 25% (1/4 or more plagiarized, either intentional or due to improperly crediting), expect a serious issue and very likely an F. If your score exceeds 33% (1/3+ plagiarized), expect an F on the activity as there is simply no excuse for that high of a Similarity Score if you did the work yourself and credited properly.

Here's the general scale based on the recommendations of the Program Advisory Committee:

0%-7%	Excellent (Shoot for the bottom end of this range.)
8%-14%	Acceptable
15%-24%	Probably OK, but similarity report will likely be checked to be sure there are no serious issues.
25%-32%	Likely NOT OK, will undergo similarity report evaluation and an F is very likely.
33%+	Definitely NOT OK, will undergo similarity report evaluation and an F is almost assured.

Note that TurnItIn may include assignment questions in the similarity analysis which can result in a higher similarity score shown in the submission folder. If this occurs, the score will be manually adjusted by the instructor to remove percentages of similarity detected in assignment questions and reflect only the percentage of similarity detected in student generated responses. This adjustment will be noted in the instructor's official grading spreadsheet and will not be visible in the submission folder.

The university's adopted [Graduate Student Academic Dishonesty procedure](#) takes a strong stance against violations of academic integrity. This opportunity to check your Similarity Scores prior to final submission will help you to address any issues that might otherwise arise to avoid any undesirable consequences resulting from an unintentional instance of Academic Dishonesty. Documents submitted to the Similarity Check Dropbox will not be collected or graded. Assignment Documents are not officially submitted, and do not count for credit, until they are posted to the specified location designated for that specific assignment.

## Scholarly Expectations

Work submitted, particularly at the graduate level, is expected to demonstrate higher-order thinking skills and represent the student's best possible effort on the assignment. A student should NEVER ask an instructor what they made on a particular assignment for the purpose of determining how much effort to put into the next assignment. Any effort, on any activity, that is less than the student's best is insufficient and will likely, and rightfully, be reflected in the grade. If a passing grade is desired in this course, it must be demonstrated by virtue of your performance throughout the course. Further, work submitted at the graduate level is expected to be of significantly higher quality and created with a significantly higher degree of self-direction than work produced at the undergraduate level.

Students are expected to demonstrate an ability to correctly follow directions and perform in accordance with assignment requirements in terms of content, submission, and timeliness and communicate with the instructor and fellow students in a respectful and professional manner. Further, students are expected to be able to accomplish these responsibilities with a significant degree of independence and not expect to habitually contact the instructor to provide additional interpretation of clearly stated assignments, correct your work prior to submission, and provide continual "hand-holding" to function academically. Grading standards are typically such that failure to adhere to these basic expectations will be reflected in the grade. This is as it should be. A student who does not demonstrate the ability to independently follow instructions correctly and produce work that meets the identified project standards will not likely earn an A in this course. A grade of A in such case would misrepresent a student's ability to perform at a high standard to a potential employer or supervisor evaluating their transcript.

### **Late Work**

Projects and assignments MUST be completed and submitted by the designated due dates. Full credit cannot be earned by late or incomplete assignments. Assignments may lose up to 10% of their possible value each day late if submitted after the posted due date/time. (e.g. Assignments can lose all their value at 10 days past due.) Further, **late project submissions may be rejected** at the instructor's discretion. If a project incorporates peer review activities requiring that all projects be available at the beginning of the review period, one student will not be permitted to hold up the progress of the entire class and may be taken "out of the loop" if necessary to ensure the forward progress of the class.

### **Time Commitment**

In a college-level course, it is a reasonable and accepted expectation that a student will spend between three and four hours outside of class for each hour spent in class. This applies to on-line and blended courses just as it does to a traditional course when determining the total expectation of time that should be spent on a particular course per week, or day in the case of summer or sub-term courses. An understanding of this expectation can help serve as a gauge for you to determine a range of how much time you will need to allow for and devote to each course. The average time commitment range calculation for a three Semester Credit Hour (3 SCH) course, such as this one, is shown in the following table. Note that your individual time commitment will likely fall between these benchmarks. Generally, the more time you devote to reading, assignments and studying the material presented in the course, the greater your learning will be and the higher your grade will be. Usually, cutting corners results in a less than satisfactory result.

## Estimated Time Needed per Week

Average expected time spent on class or class related work.	Minimum expected average time based on 3:1 time ratio.	Maximum expected average time based on 4:1 time ratio.
“In” class per class week	3hr. 00min.	3hr. 00min.
“Outside” class per class week	9hr. 00min.	12hr. 00min.
<b>TOTAL Weekly Expectation</b>	<b>12hr. 00min.</b>	<b>15hr. 00min.</b>
<b>TOTAL Term Expectation</b>	<b>180hr. 00min.</b>	<b>225hr. 00min.</b>

### Policy on Use of AI in Course

East Texas A&M University acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

**Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).**

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructor’s guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

**In this course, AI is allowed with the following guidelines:**

1. AI may be used to generate an outline for a paper or to generate ideas for inclusion. For example, to determine the full range of fuel sources for the generation of electricity or to obtain a list of the countries in Africa.
2. If used, the AI application must be listed in the Reference list as a source.
3. If used, include an Appendix after your Reference page showing the exact prompt given to the AI app and its full response.
4. Remember, AI has a tendency to invent references, so you need to check all references carefully to be sure they are legitimate. During the grading process, references are routinely checked, so you need to check them first.
5. **Generally, it is not okay to use the paragraphs generated by AI**, although like any source, you may paraphrase a particularly important point or actually quote the source. Be careful with this. A quote of more than about 40-50 words can indicate laziness on the part of the author.

### **Attendance**

All students must be active participants in class activities, whether in the classroom or on-line. In on-line courses, attendance is equated to the demonstration of an active, regular presence in the virtual course environment and appropriate progress toward timely assignment completion. An active presence may be shown through participation in, and contributions to, on-line class discussions and the Virtual Classroom. Regular attendance and assignment submissions are essential for success. If an extended situation arises during the course of the semester that

prevents you being able to perform to a level allowing you to earn the grade you desire, it may likely be in your best interest to drop the course and re-enroll later. If you're planning an extended trip or vacation, are adversely impacted by an environmental situation, or have any other obligation (engagement, wedding, medical procedure, family matters, etc.) during the semester that will interfere with your ability to participate as necessary to enable the opportunity for your success in the course, this will not be the time for you to take this class. Go ahead, drop the class, enjoy your time away or vacation or take care of any other timely obligations, and re-enroll in a semester in which you are ready and able to dedicate the time and effort necessary to be successful in your studies. Bottom line... Academic studies require significant effort and dedication. Either you're all in and committed, or you need to step back until you're ready and able to rise to the challenge.

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>

### Surveys/Course Evaluations

Your feedback will be requested by East Texas A&M University 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 ensure 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.

### Drops & Withdrawals (and understanding the difference)

**Drop** – Removal of the student from one or more courses while remaining actively enrolled in one or more remaining courses in a given semester. A drop must be initiated by the student, with reason, subject to instructor approval, or it may be initiated by the instructor in the case of excessive absences, at the discretion of the instructor. Drop requests **must** be submitted on or before the drop deadline. A student **may not** be dropped from a single course after the drop deadline is passed. Requests to drop a course are submitted via the student's [myLEO](#) account.

**Withdrawal** – Elective removal of the student from **ALL** courses in which they are enrolled in a given semester. A withdrawal request must be initiated by the student submitting the official [Withdrawal Form](#) to the Office of the Registrar on or before the last day to withdraw. Withdrawals cannot be initiated by instructors and do not require instructor approval; however, the student should notify their instructor(s) of their intent **prior** to initiating the withdrawal process.

During the open registration period at the beginning of the semester, students may add or drop courses without specific authorization (prerequisite requirements and permission-only courses excepted). Should the student determine it to be necessary to drop the course, or withdraw from the semester, it is the student's sole responsibility to submit the proper request **PRIOR** to the official deadlines to complete either of these actions. Drop/Withdrawal requests may **NOT** be submitted through your instructor and informing your instructor of your intent to take either action does not constitute your official request to do so. Instructor approval is required to drop the course after the end of the open-enrollment period and prior to the drop deadline. The student **cannot** be dropped after the drop deadline or withdraw after the withdrawal deadline. (This is university procedure, NOT an instructor decision.) The instructor is **required** to submit the actual

grade earned by each student remaining on the official roster after the withdrawal deadline, regardless of the level of grade attainment.

Important: The student must contact their course instructor and academic advisor to determine what effect the drop/withdrawal will have on their academic standing and progress **prior** to initiating either action.

The student is responsible for confirming official university dates/deadlines and meeting any and all necessary deadlines pertaining to drops & withdrawals. In the event of a discrepancy between a date provided in the course and a date on the [official university calendar](#), the date on the official university calendar, or revised date officially announced by the registrar or other authorized university official, will take precedence.

### **Grade of "X" (Incomplete)**

In accordance with the Academic Procedures stated in the TAMU-C Graduate Catalog and [University Procedure 13.99.99.R0.06 Computation of Grade Point Averages](#), “students who because of circumstances beyond their control are unable to attend classes will, **upon approval of their instructor**, receive a mark of X (incomplete) in all courses in which they were maintaining passing grades.” The mark of “X” is rarely applicable and will only be considered in strict compliance with University Rules upon submission of complete medical or other relevant documentation. This action is intended to serve as an emergency measure only in the event a qualifying situation occurs after the course’s withdrawal deadline date, prior to which a student would be able to withdraw from their courses due to unforeseen circumstances. The maximum allowable extension in this course, beyond the final class day, will generally be the duration of time between the specific event (documented debilitating injury, serious incident, etc.) warranting the mark of “X” and the final class day, plus one week. Any variation from this completion timeline will be based on the nature and severity of the emergency. Recording a grade of “X” requires the filing of a [Plan for Completion](#). Discovery of an impending failure of a course, although personally disappointing, DOES NOT constitute an emergency in academia and does not meet the criteria for the assignment of an incomplete. Once an incomplete has been assigned, the student cannot drop or withdraw from the course and a grade must be assigned.

### **Students with Disabilities-- 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, please contact:

#### **Office of Student Disability Resources and Services**

East Texas A&M University

Velma K. Waters Library Rm 162

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

Fax (903) 468-8148

Email: [studentdisabilityservices@tamuc.edu](mailto:studentdisabilityservices@tamuc.edu)

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

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

### **Nondiscrimination Notice**

East Texas A&M University 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.

### ***Mental Health & Well-Being***

The Counseling Center at East Texas A&M, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit [www.tamuc.edu/counsel](http://www.tamuc.edu/counsel)

University Counseling Center:	903-886-5145
National Suicide Prevention Lifeline:	1-800-273-8255
University Police (in case of imminent danger):	903-886-5111 (or 9-1-1)

## **FINAL COMPREHENSIVE EXAMINATION FOR THE MASTER'S DEGREE**

*Refer to East Texas A&M University Procedure  
[11.99.99.R0.13 Examinations for Graduate Degrees.](#)*

Technology Management Master's Students will be required to successfully pass a Master's Qualifying/Comprehensive Examination ("Comps") at the end of their MS TMGT program. There is no "Study Guide" provided for Comps; therefore, it is strongly recommended that students retain electronic copies of the syllabus and coursework for each graduate course used to satisfy the M.S. Technology Management degree requirements in order to prepare for the comprehensive exam that will be administered within the TMGT 599 course. TMGT 599 and Comps are to be taken in the student's final semester of coursework. Students must be core-complete, or within one course of core-complete and taken concurrently, to be eligible to take TMGT 599 and Comps. Authorization to enroll in TMGT 599 must be requested via the program coordinator when registering for your final term.

## Anticipated Course Activity Schedule

Week	Watching	Reading	Writing	Sharing	DueDate
1	Video 1	None	None	Discussion	
	Video 2			Introduction	1/18/2026
2	Video 3	Ch. 1-5	A#1: Org Culture		2/1/2026
3	Video 4	Ch. 6-7	A#1: Org Culture		2/1/2026
4	Video 5	Art: Groupthink	A#2: High Perf. Teams		2/15/2026
				DB #1	2/5/2026
		<i>Groupthink</i>	Submit Country Chosen		2/8/2026
5	None	Ch. 8-11	A#2: High Perf. Teams		2/15/2026
		Art: HP Teams			
6	Video 6	Ch. 12-14	None	DB #2	2/22/2026
		<i>Hyatt Hotel</i>			
7	None	Ch. 15-16	None		
		Art: Rethink			
		Art: Transparent			
8	Video 7	Ch. 17-18	A#3: Ideal Vendor		3/22/2026
		Art: Ensure		DB #3	3/5/2026
<b>SPRING BREAK</b>		March 9-15, 2026			
9	Video 8	Ch. 19-20	A#3: Ideal Vendor		3/22/2026
10	None	Ch. 21-22		DB #4	3/26/2026
		Art: Outsourcing			
11	Video 9	<i>Keiretsu</i>	A#4: Keiretsu		4/12/2026
	Keiretsu	Art: Keiretsu			
12	None	Art: Jap. Mgmt.	A#4: Keiretsu		4/12/2026

13	Video 10	Art: Toyota		DB #5	4/16/2026
		Art: Lean Green			
14	Video 11	Art: Cultures		DB #6	4/23/2026
15	None	None	Term Paper		5/6/2026
16	Video 12		Term Paper		5/6/2026

Italicized readings are not required reading. They are suggested supplemental reading to further develop your knowledge in these important concepts.

# 2026 CALENDAR



# 2026 CALENDAR

JANUARY 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

MARCH 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JUNE 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

AUGUST 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

SEPTEMBER 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

OCTOBER 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

DECEMBER 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		