Instructor: Dr. Leslie Toombs

Office: BA 205

Office Hours: MW 3:00 – 6:00

E-mail: leslie.toombs@tamuc.edu

Course Description: This course provides an investigation of companies using participatory management and unique organizational practices. Books, materials obtained from research sources and current readings will provide the background for review of companies’ which when compared to normal organizational practices may be characterized as radical, revolutionary, nontraditional, maverick, unorthodox, and visionary. (3 credit hours)

Course Objectives:

1. Develop an understanding of the importance of the implementation of organization strategies to organizational success over time.
2. Become acquainted with the literature on best practices and evaluate the transferability and applicability of these practices to their own organizations and situations.
3. Review the stories of companies from a variety of situations who have had success in the marketplace with particulate focus on founders, organizational culture, leadership, employee practices, customer orientation, and other implementation concerns.
4. Examine how the companies respond to threats in the marketplace and environment and review how these responses might determine future success and strategy implementation in the firms.
5. To develop some skill in reviewing multiple resources of information developed over a period of time and assimilating this information and recognizing patterns that can lend to some ability to predict organizational behavior as it relates to strategy formulation and implementation.

Course Materials:

These books will be used for reference materials during the course. Copies of these books are available in the instructor’s office.


**Reading List:** A list of current articles that are required reading will be provided separately.

**Due Dates and Late Assignments:**

All assignments and papers are due at the beginning of class on the assignment date. Assignments are late if not submitted on the due date. No exceptions or extensions are given for the scheduled due dates regardless of reasons (including personal, illness, medical emergencies, etc, so plan and organize accordingly.

Incomplete (I and X) grades will not be assigned in this course.

This is graduate level study and research so there is no such thing as make-up, redoing or resubmitting an assignment or additional credit work.

**Style and format for assignments:**

Students are expected to write skillfully and professionally in the workplace. Accordingly, the instructor intends to hold students accountable for the quality of the written work they turn in. Use the following guidelines for all assignments that will be turned in to the instructor during the course. Points will be taken off for not following the format requirements. The papers must be:
Typed (word processed)
Margins: one inch on the top, bottom, and both right and left sides
Spacing: double-space
Font: Times New Roman 12-font
Page size = letter; Use a standard 8-1/2 by 11 inch paper format
APA 5th Edition Format (Any Web site will provide examples, particularly the references page)
Use headings to identify the parts of the assignment

Point Values for the Course Assignments:

<table>
<thead>
<tr>
<th>ASSIGNMENTS</th>
<th>Due</th>
<th>Points</th>
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<tbody>
<tr>
<td>Individual</td>
<td></td>
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<tr>
<td>Best Practices Position Paper</td>
<td>Week Three</td>
<td>100</td>
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<tr>
<td>Research Paper-Expert Company</td>
<td>Week Four</td>
<td>100</td>
</tr>
<tr>
<td>Participation (Discussion questions, Each week question has a potential value of 25 points).</td>
<td>Two, Three, Four and Five</td>
<td>100</td>
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<tr>
<td>Summary Activity-Exam</td>
<td>Week Five</td>
<td>100</td>
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<tr>
<td>Total</td>
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<td>400</td>
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The instructor does not “grade on the curve.”

How points and percentages equate to grades

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>90-100</td>
<td>A</td>
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<tr>
<td>80-89</td>
<td>B</td>
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<tr>
<td>70-79</td>
<td>C</td>
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<tr>
<td>60-69</td>
<td>D</td>
</tr>
<tr>
<td>&lt;59 -0</td>
<td>F</td>
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Lessons:

The course material will be organized around week lessons. Each week lesson will include reading assignments, and a written assignment.

The written assignment will relate to the concepts in the readings from the books, materials made available and/or a contemporary or controversial project associated with the lesson.
Best Practices Position Paper

Paper should be structured to provide a sort of conceptual model with a framework of those practices, experiences, organizational cultures, leadership styles, and other organizational factors that contribute to Best Practices. This paper cannot be successfully completed unless you have completed all of the reading materials provided in class. The paper should be a minimum of 12 pages of full text with a minimum of 10 references and must be in APA format. Due day is Wednesday, July 25 at the beginning of class.

RESEARCH PAPER – Expert Company.

The research paper will be on a Company selected. (Select your Company and submit to the instructor by email for approval. Company must be presented to the instructor via email by Monday, July 16th by 3:00pm and will be approved on a first come first approved basis as no two students will be writing on the same topic). A deduction of 5 points on the Research paper will be made if company is not presented for approval by Monday, July 16th by 3:00pm. The paper must use APA style. The paper should be a minimum of 10 pages with a minimum of 10 references in the reference page. The final paper is due at the beginning of class on Wednesday, August 1. You will present your findings in class that evening.

Two approaches may be taken to complete this assignment. (1) Source may be a book authored by a manager/executive or former manager/executive of the company supplemented with peer reviews of the books and/or complimentary pro and con articles OR (2) sources may be a collection of articles and/or cases about the company. In either case an extensive database reference source of material must be reviewed in order to complete this assignment.

Summary Activity:

The Summary Activity will serve as a take-home final exam (case) for the class. It will be due on Wednesday, August 6th, 2012 (the last week of class) by 11:59 pm. You will submit this to my through my e-mail: leslie.toombs@tamuc.edu. No exceptions and/or extensions will be granted for any reasons.

Academic Honesty

Academic honesty is highly valued at the Texas A & M University – Commerce. You must always submit work that represents your original words or ideas. If any words or ideas used in a class posting or assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Please see the Texas A & M University – Commerce Graduate Catalog for more information about academic honesty, including consequences of academic dishonesty.
**Disability 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 Disability Resources and Services  
Texas A&M University – Commerce  
Halladay Student Services Building  
Room 303 A/D  
Telephone (903) 886-5150 or (903) 886-5835  
Fax: (903) 468-8148

**Student Conduct Statement:** “All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment.” Students enrolled in on-line courses have the same rights and responsibilities as students in live-taught courses.