Course Title: Leadership in Engineering & Technology (CIP: 1506120019)  
Three (3) semester credit hours.

Professor: Dr. Jerry D. Parish, CSTM  
Contact Information:  
Office Location: Charles J. Austin Engineering & Technology Building  
Email Address: jerry.parish@tamuc.edu  
Contact Telephone: 903-886-5474  

Office Hours:  
On-campus Office Hours: Wednesday 10:00am -4:00pm  
Online Office Hours: Monday, Tuesday, Thursday/Times online will vary.  

On-campus office visits are available by appointment only.  
Appointments must be made at least 24 hours in advance by calling 903-886-5474 or by contacting Ms. Beverly Luke in AGIT 119.  
You will be required to present a valid and current TAMU-C student ID at the time of your scheduled appointment.

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

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

Textbook(s) Required:  
The Art and Science of Leadership  
Written by: Afsaneh- Nahavandi  
Published by: Prentice Hall  
2012  

Suggested Readings:  
- Any current published textbook or refereed/peer reviewed publication related to the content and student learning outcomes of this course.  
- Exploring Distance in Leader-Follower Relationships  
Written by: Michelle C. Bligh and Ronald E. Riggio  
Published by: Routledge  
ISBN: 978-1-84872-602-4  
2013
• **Leadership and Management in the 21st Century**, by Cary L. Cooper  

• **Integrity is All You’ve Got**, by Karl Eller  

• **21 Leaders for the 21st Century**, by H. Trompenaars & C. Hampden-Turner  

**Reference Sources:**

• **The Technology Management Handbook**  
  Editor-in-Chief: Richard C. Dorf  
  CRC Press/IEEE Press  
  ISBN: 0-8493-8577-6  
  1999

• [www.atmae.org](http://www.atmae.org)

• [www.plagiarism.org](http://www.plagiarism.org)

• **Publication Manual of the American Psychological Association (APA)**  
  6th Edition  
  2010

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**Student Learning Outcomes (SLO)**

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

- **Student Learning Outcome #1**: The learner will demonstrate an advanced ability to evaluate new models for enterprise leadership through the creation and development of written assignments and a final examination.

- **Student Learning Outcome #2**: The learner will be able to demonstrate a working understanding and knowledge of participative management utilizing teams and self-management utilizing a case study.

- **Student Learning Outcome #3**: The learner will develop a thorough understanding of organizational change methodologies and processes through the creations and development of written assignments and a final examination.

- **Student Learning Outcome #4**: The learner will be able to successfully research, write and cite refereed professional research/scholarly documents that support the problem to be addressed and demonstrate the ability to follow the *Guide to Writing an Analytical Research Paper* and the *MS-TMGT Manuscript/Assignment Guide-Parish* provided for this course of study.

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**Academic Honesty Policy-2013**

Each enrolled student in this course agrees to abide by the following Academic Honesty Policy-2013:
Texas A&M University-Commerce
Department of Engineering & Technology
Academic Honesty Policy-2013

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

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

- **Dishonest Conduct:** Seeking to obtain unfair advantage by stealing, purchasing or receiving unauthorized copies of course related assignments, projects, and/or examinations.
  - Intentionally preventing others from completing their course related work.
  - The falsifying of records in order to gain admission or to complete an academic program of study.
  - The purchase of course related work from any outside or external source.

- **Cheating:** The unauthorized use or copying of another’s work and reporting or representing it as your own.

- **Plagiarism:** Using or copying someone else’s words, ideas and/or work without citations and the giving of proper credit (reference).

- **Collusion:** Acting with others to perpetrate any of the above actions regardless of your personal gain.

Sanctions:
Faculty, guided by a clearly delineated policy in the course syllabus, will be the arbiter for all in-class violations. All violations will be reported to the Department Head of Engineering & Technology to assure equity and to provide appropriate counsel. In addition, the Department Head will maintain departmental records of violations by students. Sanctions beyond those imposed on the student by the course faculty member will be at the discretion of the Department Head and College Dean. Administrators, faculty and students are guided by the course syllabus, current undergraduate and/or graduate catalogs of the University, University Rules & Procedures, and The Student’s Guidebook.

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

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

1. If you **cannot accept** this Academic Honesty Policy you must notify your Professor immediately by email or in-person and **also officially withdraw from this course of study.**

2. If you choose to remain in this course you are hereby **accepting and agreeing to abide** by this Academic Honesty Policy. **No further action on your part is required.**

*Dr. Jerry D. Parish, Professor of Technology Management-2013*

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

This course of study is an enhanced section; therefore, all enrolled students are required to be present on the Commerce, Texas campus each Wednesday of the spring semester from 1:30pm until 2:20pm. The course will meet in room AGIT 125 in the Austin Engineering Building. Students will be required to present valid student identification and sign the official class roster each week. Failure to attend these required sessions may result in your dismissal from the course.

Communications with Professor

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

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

- Virtual Office: In the Virtual Office you may post course questions and share comments with your classmates. I will respond to course questions addressed to me and they will be shared with the entire class. The Virtual Office is often a good place to find answers to your questions before you send your Professor an email.

Basic Technology Requirements

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

Online Access & Navigation

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

**Course Policies**

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

• You will be expected to read and comprehend the course syllabus, course emails and course announcements.
• You will be expected to manage your time effectively and efficiently throughout the semester.
• You will be expected to meet all deadlines and due dates.
• You will be expected to participate fully in the course by checking announcements, emails and responding to emails when appropriate.
• You will be expected to practice **civility** and a formal business writing style and format in all of your written correspondence (including emails) and in your verbal interactions with the professor, staff and students.
• You will be expected to devote **at least 9 clock hours** to this course each week of the semester (including on-line and off-line).
• You will be expected to log into eCollege and this course at least two times per week.
• **Work, vacation, sickness/accident/death outside your immediate family does NOT constitute an approved excuse for not completing assignments, projects, examinations and/or not meeting course deadlines and due dates. Late assignments, projects and examinations may receive a score of “0” points at the discretion of the professor based on the facts presented by the student.**

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

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

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

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**Civility is the rule at all times!**
Tips for Success

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

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

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

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

Be Proactive: If you have course related questions or do not understand an assignment, it is time for you to contact your professor via the course email or via the course Virtual Office. Do not wait until your grade is in jeopardy to act; your professor 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 each day or at least 3-days a week. Your course requires you to spend at least 9-hours per week reading, researching and/or writing. It is not wise or effective to wait until the assignment, project or examination is due to begin your work!

Effective time management, planning ahead and organization are major “keys” to success in this course.

Surveys-Course Evaluation

Your feedback may be requested by Texas A&M University-Commerce during the semester/term regarding this 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/faculty to insure that effective student learning outcomes are taking place within the existing course structure. If changes are indicated, your input will help with course re-design and/or other revisions that will make the course more relevant for future students and for the employers of our graduates.
Avoid Plagiarism

United States law states that it is illegal to steal someone else’s words and/or ideas. The expression of original ideas is considered intellectual property, and is protected by copyright laws, just like other inventions. Almost all forms of expression fall under copyright protection as long as they are recorded in some way (such as a book, published article or computer file).

All of the following are considered plagiarism:

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

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

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

Reference Documents

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

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

- **INTRODUCTION**: An introduction is necessary to introduce your reader to the topic that you are discussing in the paper they are about to read. The introduction provides the reader supporting information about your topic, the significance, the rational, your objectives or generally what you will be discussing in your paper. The introduction will not contain detailed information; this will be done in the body of the paper. Some would say that the introduction should contain your thesis statement. The introduction should not be more than ¾ of a page in length.

- **BODY of the PAPER**: This part of the paper should contain your detailed research findings and information you gained from your readings that relate directly to the topic of the class assignment. Layout this part of the paper in sections, with headings/sub-headings that help to organize the presented material and to assist the reader in their understanding of your methodology and discussion. Make, support and document your case in this section.

- **CONCLUSION**: Here you summarize your findings and tie back to your introduction. In the conclusion, the reader should be able to (if they only read the conclusion) to gain 70-80% of the data or main points presented in your paper in a summary format. This is your opportunity to leave a final and lasting impression on the reader. The conclusion is the most important part of the analytical paper and you must treat it as such, so spend time developing an outstanding and well written conclusion. The conclusion generally should be at least one-page in length.

  The last item in your paper should be a statement based on your research that suggests, for future researchers, additional and/or related topics that need to be studied.

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

   Master of Science Degree in Technology Management

   MS-TMGT Manuscript/Assignment Guide-Parish

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

   Refer to the *Publication Manual of the American Psychological Association, 6th edition*, for style and organization of elements not addressed in this guide.
General Guidelines (reference APA Manual, section 8.03 and sample papers, chapter 2)

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

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

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

Your Full Name

Your College-wide ID number

Assignment Number (e.g. Assignment #1)

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

Presented to:

Dr. Jerry D. Parish, Professor of Technology Management

Date of Submission (e.g. April 20, 2012)
Abstract (reference APA Manual, section 2.04, 8.03, and sample papers, chapter 2)
Note: Abstracts may not be required or permitted in some assignments. Refer to the course assignment specific instructions.
- **Pagination:** The abstract shall be on a new page (page 2).
- **Heading:** The label “Abstract” shall be typed using uppercase and lowercase letters. It shall be centered on the page on the first line (Do not bold).
- **Length:** The abstract is a brief summary of the contents of the assignment/manuscript. Refer to APA 2.04. The abstract has limit of 150 words.
- **Format:** The abstract shall be typed as a single paragraph with no indentation, aligned flush-left. Do not italicize.
- **Line Spacing:** The abstract shall be single-spaced.

*Keywords, as shown in the APA Manual sample paper, are not required.*

Manuscript Body (reference APA Manual, section 2.05-2.08, 8.03, and sample papers, chapter 2)
- **Pagination:** The body of the paper shall be on a new page.
- **Subsections of the manuscript body do not start on a new page.**
- **Headings:** The paper title shall be centered on the first line. The paper title shall be boldfaced and is typed in uppercase and lowercase letters.
- The introduction section is double-spaced beneath the title. **It does require a heading label of “Introduction”**. The remaining subsections of the text body shall all be titled appropriately.
- The body of your paper must include an identifiable introduction and conclusion section.

Tables and Figures (reference APA Manual, chapter 5)
Note: Do not cut and paste any table, figure, chart, etc. unless it is of very print high quality. If it appears that you did cut and paste, points will be deducted.
- **Format:** The format for tables and figures is provided in the APA Manual, chapter 5.
- **Table Number & Title:** Tables are numbered sequentially as they are presented in the text, beginning with Table 1. The table title is double-spaced beneath the table title. The table title is typed in upper and lowercase letters. The table number and title appear above the table, as shown below.

<table>
<thead>
<tr>
<th>Table 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Summary of the Data Collected during Experiment 1</em></td>
</tr>
<tr>
<td>Table Data</td>
</tr>
</tbody>
</table>

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

| Figure 1. Software development flow chart. |
Citations (reference APA Manual, chapter 6)

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

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

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

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

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


  - **Author(s)**: Last name,
  - **Article title**: Lowercase letters with the exception of the first letter in the first word, proper nouns, or the first letter following a colon
  - **Title of publication**: Italicized, upper and lowercase letters.
  - **Volume number**: Non-italicized
  - **Issue number**: Non-italicized
  - **Article page**: Non-italicized

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

In the workplace, as in this course, you will be expected to produce written documents that provide the reader a clear understanding of the topic and the supporting data. The written document must be error-free and visually effective. Your product must be appropriate and constructed to meet the needs of your intended audience. Each document, presentation, or visual you prepare reflects your knowledge, skills and serves to establish your professional image. In this course, your written work will be read by your professor and possibly external practicing professionals from the business/industrial environment. These professionals may be asked to comment on the content, presentation quality, and the value of your work for course evaluation purposes. It is critical that your work be done in a professional manner and written at a level expected of a Texas A&M University-Commerce Master’s level student.

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

- Assignments 300 maximum points possible
- Examination 100 maximum points possible

TOTAL POSSIBLE POINTS: 400

Grading Scale: A = 400 – 360 Pts; B = 359 – 319 Pts; C = 318 – 278 Pts; D = 277 – 237 Pts; F = 236 – 000 Pts

Course Assignments & Examination

Note: Each of the following assignments and examination are to be completed individually, without collaboration from others.

- Assignments and the examination are to be turned in to me as an “attachment to an email”.
- This course does not use a dropbox.
- All assignments must have a cover page. The cover page template is to be followed exactly.
- The following information must appear as a running head on each page of your assignments/examination, beginning on page 2:
  1. Your full name.
  2. Your CWID number.
  3. The date.
  4. The assignment number.

- All written work in this course must follow the reference documents included in this syllabus. They are:
  1. Guide to Writing an Analytical Research Paper
  2. MS-TMGТ Manuscript/Assignment Guide-Parish

Terms

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

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

Note: Work turned in is to be your original writing, with proper citations and references. Any plagiarized writing, purchased writing/papers, or the non-cited writing/words of others will result in an assignment grade of “0”. Check your writing carefully before you submit it for evaluation.

ASSIGNMENT #1 – Value 100 Points

Based on your reading and study of the course textbook and additional outside readings you are to compose an original analytical research paper with the title: Contemporary Models of Leadership Found in Business and Industry.

Your paper is to define and provide insight for the reader on each of the following types of leadership: Neocharismatic Charismatic, Transactional, Transformational, Value-Based, and Authentic.

In your paper’s Conclusion, you are to provide the reader a comparison of the leadership types listed above.

Your paper is to have a minimum of 4 (four) cited references obtained from articles found in refereed journals, articles from edited magazines published by professional organizations or societies, articles from refereed proceedings of professional conferences and/or published books. No article published on the Internet that is not directly connected to an established professional conference, journal or magazine is acceptable as a cited reference source. Published books are acceptable. The course textbook may be used as one reference source.

Your paper length must be no more than 2500 total words, including the cover page, body of the paper and the reference page(s). There is no minimum length, but be sure you cover the topic completely and thoroughly!

NO abstract or table of contents permitted.

Always keep in mind the intended reader(s) of your research paper when developing and writing your paper. The reader must receive value from your research and what you write. Utilize graphs, charts, tables or figures if it enhances the point(s) you are making. Do not cut and paste these items in your paper!

Your research paper must be written at the graduate level and should demonstrate a high degree of understanding on your part about the topic of this assignment.

ASSIGNMENT #2 – Value 100 Points

Based on your reading and study of the course textbook and additional outside readings you are to compose an original paper with the title: Leadership in Action: John Mackey of Whole Foods.

Refer to the case study on pages 277-278 of your textbook.

Your paper is to summarize the case study titled: Leadership in Action: John Mackey of Whole Foods and to present your responses to the two questions posed on page 278.

Your paper is to have a minimum of 4 (four) cited references obtained from articles found in refereed journals, articles from edited magazines published by professional organizations or societies, articles from refereed proceedings of professional conferences and/or published books. No article published on the Internet that is not directly connected to an established professional conference, journal or magazines is acceptable as a cited reference source. Published books are acceptable. The course textbook may be used as one reference source.
• Your paper length must be no more than 1500 total words, including the cover page, body of the paper and the reference page(s). There is no minimum length, but be sure you cover the topic completely and thoroughly!
• NO abstract or table of contents permitted.
• Always keep in mind the intended reader(s) of your research paper when developing and writing your paper. The reader must receive value from your research and what you write. Utilize graphs, charts, tables or figures if it enhances the point(s) you are making. Do not cut and paste these items in your paper!
• Your research paper must be written at the graduate level and should demonstrate a high degree of understanding on your part about the topic of this assignment.

ASSIGNMENT #3 – Value 100 Points

DUE: April 16, 2013 by 11:59pm

• Based on your reading and study of the course textbook and additional outside readings you are to compose an original paper with the title: Leadership in Action: Best Buy Takes on Its Own Culture.
• Refer to the case study on pages 306-307 of your textbook.
• Your paper is to summarize the case study titled: Leadership in Action: Best Buy Takes on Its Own Culture and to present your responses to the two questions posed on page 307.
• Your paper is to have a minimum of 4 (four) cited references obtained from articles found in refereed journals, articles from edited magazines published by professional organizations or societies, articles from refereed proceedings of professional conferences and/or published books. No article published on the Internet that is not directly connected to an established professional conference, journal or magazines is acceptable as a cited reference source. Published books are acceptable. The course textbook may be used as one reference source.
• Your paper length must be no more than 1500 total words, including the cover page, body of the paper and the reference page(s). There is no minimum length, but be sure you cover the topic completely and thoroughly!
• NO abstract or table of contents permitted.
• Always keep in mind the intended reader(s) of your research paper when developing and writing your paper. The reader must receive value from your research and what you write. Utilize graphs, charts, tables or figures if it enhances the point(s) you are making. Do not cut and paste these items in your paper!
• Your research paper must be written at the graduate level and should demonstrate a high degree of understanding on your part about the topic of this assignment.

ASSIGNMENT #4 – Value 100 Points

DUE: May 5, 2013 by 11:59pm

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

The Final Examination will be sent to each student via email on or about March 27, 2013.
**University/College/Department Policies & Procedures**

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

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

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

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

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>January 13</td>
<td>First week of classes.</td>
</tr>
<tr>
<td>February 12</td>
<td>Assignment #1 due.</td>
</tr>
<tr>
<td>March 11-15</td>
<td>Spring Break</td>
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<tr>
<td>March 19</td>
<td>Assignment #2 due.</td>
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<tr>
<td>April 16</td>
<td>Assignment #3 due.</td>
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<tr>
<td>May 5</td>
<td>Assignment #4 due. Final Examination.</td>
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</table>
Professional Biographical Summary

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

He received his Doctor of Education (Ed.D.) Degree in College Teaching of Industrial & Technical Education from East Texas State University. He also holds a Master of Education Degree in Industry & Technology and a Bachelor of Science Degree in Industrial Technology. Dr. Parish has taught and performed various levels of administrative duties for more than 36 years in higher education. He has worked with Baker College (Oregon), Southeastern Louisiana University, and Berry College (Georgia) before joining Texas A&M University-Commerce in 1994. In addition to his years of teaching experience, he has more than 10 years of industrial work experience with companies such as Hardwicke-Etter and Texas Instruments. While at Texas A&M University-Commerce he has held the positions of Department Head for Engineering & Technology, Associate Dean for the College of Business & Technology, Interim Dean for the College of Science, Engineering & Agriculture and Director of the Center for Excellence.

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

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