

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

Course Syllabus-Spring Semester 2015

TMGT 516 01W (21053)

January 20, 2015 –May 15, 2015

Course Title: Group Leadership in the Diverse Enterprise (CIP: 1506120019)

Three (3) semester credit hours.

This section of TMGT 516 is 100% online. No face-to-face/on-campus class meetings are conducted. All correspondence is via email with the Professor. Before you proceed with the course assignments you should read this syllabus completely to insure your full understanding of course procedures, policies, assignment expectations and requirements, due dates, etc.

If you have questions you should address them to your Professor.

Professor: Dr. Jerry D. Parish, CSTM

Contact Information: *Office Location:* Charles J. Austin Engineering & Technology Building
Email Address: jerry.parish@tamuc.edu
Contact Telephone: 903-886-5699
Office Hours: On-Campus: Wednesday 10:00am -3:00pm
Online Office Hours: Monday-Thursday/Times online will vary during day.
On-campus office visits are available by appointment only.
Appointments must be made at least 24 hours in advance by calling 903-886-5474.
You will be required to present a valid and current TAMUC student CWID at the time of your scheduled appointment.

General Course Information

Course Description: Advanced study of interactive management in diverse organizations. Topics to be researched may include performance ethics, workplace diversity, workplace behavior, decision making, effective communication, employee motivation, project/work teams, conflict resolution, problem-solving and change management. 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 New Art of Managing People**
Written by: Phil Hunsaker & Tony Alessandra
Published by: Free Press
ISBN: 13:978-1-4165-5062-4
2008

Suggested Readings:

- Any current published textbook or *refereed/peer reviewed* publication related to the content and student learning outcomes of this course.
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- **Managing Diversity: Toward a Globally Inclusive Workplace**
Written by: Michalle E. Mor Barak
Published by: Sage Publications
ISBN: 0-7619-8860-2
- **The Collaborative Organization**
Written by: Jacob Morgan
Published by: McGraw-Hill
ISBN: 978-0-07-178230-2
2012
- **Leadership in a Diverse Multicultural Environment**
Written by: Mary L. Connerley & Paul B. Pederson
Published by: Sage Publications
ISBN: 0-7619-8860-2
2005

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
- www.plagiarism.org
- **Publication Manual of the American Psychological Association (APA)**
6th Edition
ISBN: 10:1-4338-0561-8
2010

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 and apply effective models and theories for ethical leadership in the technology-intensive organization through readings, study and related written assignments.
- **Student Learning Outcome #2:** The learner will be able to demonstrate a working understanding and knowledge of workplace diversity and cultural differences through course readings study and related written assignments.
- **Student Learning Outcome #3:** The learner will demonstrate a thorough understanding of how to lead effective organizational change and to manage the change process through course readings, study and related written assignments.
- **Student Learning Outcome #4:** The learner will be able to demonstrate a thorough understanding of workplace communications and its impact on workplace behavior and employee motivation through course readings, study and related written assignments.

Academic Honesty Policy-2015

**Each enrolled student in this coursed agrees to abide by the following
Academic Honesty Policy-2015**

Texas A&M University-Commerce
 Department of Engineering & Technology
Academic Honesty Policy-2015

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.**
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Dr. Jerry D. Parish, Professor of Technology Management-2015

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

General Overview of This Course of Study

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

The educational philosophy of this course is as follows:

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

As the student you are to be an *active learner* and be *fully engaged* in all facets of this course and its content. You are expected to assess all of your work **before** and **after** it has been evaluated by the Professor. It is critical to your success for you to comply fully with the course written instructions and for you to communicate to the Professor your questions well in advance of posted deadlines/due dates. Prior to you turning-in any work to the Professor, it is your responsibility to compare your written material with the requirements/specifications of the course syllabus, assignment instructions, writing guides, etc. Where appropriate the **Publication Manual of the American Psychological Association**, sixth edition will serve as the defacto writing and format guide.

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 516 01W - J. Parish: *Your First Name, Your Last Name, Your CWID #*

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

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

Online Access & Navigation

- This course will be facilitated using **eCollege**, the *Learning Management System* used by **Texas A&M University-Commerce**.
- To begin the course go to: <https://leo.tamu-commerce.edu/login.aspx.traditional>
- You will need your *Campus Wide Identification Number* (CWID) to log into the course.
- If you have questions and/or problems contact: **Technology Services** at 903-468-6000 or helpdesk@tamu-commerce.edu.
- **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 & Expectations

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

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

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

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

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

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

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

Civility is the rule at all times!

Tips for Success

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

Be Proactive!

If you have course related questions or do not understand an assignment, it is time for you to seek clarification via your Professor. 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.* It is not wise or effective to wait until the assignment, project or examination is due to begin-*your grade will suffer.* Time management, planning ahead and organization are “key” to success in any academic course.

Utilize Available Writing Assistance

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

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

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

Do Not Presume: Many students assume that online classes require less work, time and are generally “easier” than traditional face-to-face university courses. In reality, online classes are designed to be just as rigorous, just as detailed, and just as demanding and they include the same content as a face-to-face course.

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. 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”.

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

Course Evaluations/Surveys:

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

Avoid Plagiarism:

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

All of the following are considered plagiarism:

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

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

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

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

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

<http://www.plagiarism.org/>
<http://www.unc.edu/depts/weweb/handouts/plagiarism.html>
<http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml>

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

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

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

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

Final Examination for the Master's Degree

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

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

IMPORTANT NOTICE

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

Course Grading & Evaluation Policy

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

This section to be provided to enrolled students on January 21, 2015.

- Grading Scale: A = points
 B = points
 C = 8 points
 D = points
 F = points
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**NO EXTRA CREDIT, MAKE-UPS, OR RETAKES
WILL BE PERMITTED IN THIS COURSE!**

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

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

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

Turning-In Assignments

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

TMGT 516 01W – J. Parish: *Your first Name, Your last name, Your CWID #*

- *This course will not use the eCollege dropbox.*
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Policy: Use of Outside Sources for Written Work, Papers & Assignments

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

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

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

Caution!

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

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

Assignments for Spring Semester 2015

***Assignments will be provided to you after the start of the
spring, 2015 semester.***

***You should look for an email with the assignments attached on
or about January 21, 2015.***

The following page is the template for the assignment title page. Your assignment title page is to match the template exactly with the exception of the footer.

The footer is not to be included in your submitted document.

Department of Engineering & Technology

TMGT 516 01W- Group Leadership in the Diverse Enterprise

Assignment #1

Your Full Name

Your CWID

The date submitted

Submitted to:

Dr. Jerry D. Parish, CSTM

Professor of Technology Management

in partial fulfillment of the course requirements in TMGT 516 01W

Spring, 2015

University/College/Department Policies & Procedures

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

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

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.

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

IMPORTANT NOTICE!!!

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

Drops & Withdrawals

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 Professor approval, or it may be initiated by the Professor in the case of excessive absences, at the discretion of the Professor. 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.

Withdraw – Elective removal of the student from **ALL** courses in which (s) he is 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 the Professor and do not require Professor approval.

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 Professor and informing your Professor of your intent to take either action does not constitute your official request to do so. Professor 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 a Professor decision.) The Professor 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. The student must contact their academic advisor to determine what effect the drop/withdrawal will have on their academic 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 TAMUC Catalog, “students, who because of circumstances beyond their control, are unable to attend classes during finals week or the preceding three weeks will, upon approval of their Professor, 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 Policy upon submission of complete medical or other relevant documentation. 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.

Syllabus

This syllabus constitutes the contractual (contract) document between the Professor and students enrolled in the course. A student’s continued enrollment in the course following the posting of the final, official syllabus at the beginning of the term signifies the student’s understanding of and complete acceptance of this contract and the procedures, requirements, and evaluation criteria contained herein. Any student not accepting this contract is to immediately drop this course. The syllabus identifies credit-earning activities for which you will be responsible to submit in the course. The occurrence of a need to vary from the original syllabus is rare; however, unforeseen circumstances and logistical issues could arise during the course of a semester that necessitates a minor modification in the originally planned activities or procedures. Changes to a syllabus are not made without sufficient justification and assurance that any changes implemented would not impact the students’ ability to complete the course. Any variations that may be determined necessary during the course by the Professor will be appropriately announced in the courseware along with relevant information pertaining to the modification and an updated version of the syllabus will be provided.

Course Activity Calendar-2015

Date	Activity
January 20	First week of classes. Reading the course syllabus & textbook.
January 21	Look for an email containing course assignments.
March 16-20	Spring Break -No classes this week.
May 15	Spring 2015 Graduate Commencement at 4:00pm.

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 (CoSE)*.

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 38 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.

Thank you for your participation in this course of study and wishing you an enjoyable and productive learning experience!

Dr. Jerry D. Parish, CSTM
Professor of Technology Management