



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

COLLEGE of BUSINESS ADMINISTRATION

Leadership Theory and Practice

MGMT 4325.115

Tuesday's & Thursday's / 11:30am – 12:45 pm

Founder's Hall 304

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Angela Patrick, PhD.

Office Phone: 254-501-5927 **Cell Phone:** 254-681-1416

Office: FH **Room#:** 317C

E-mail: abpatrick@tamuct.edu

Office Hours: Tuesdays & Thursdays, 1pm – 4pm

College of Business Administration Department Information:

COBA Department Main Phone Number: 254-519-5437

COBA Department Main Email: cobainfo@tamuct.edu

COBA Department Main Fax#: 254-501-5825

Mode of instruction and course access:

This is face-to-face course that also uses the TAMUCT Canvas Learning Management System, which can be accessed at <https://tamuct.instructure.com>. For information on how to access Canvas, please refer to section "Technology Requirements and Support" in this syllabus.

Student-instructor interaction:

I am accessible through Canvas Inbox, which I check several times a day during the week and usually once a day on weekends. I will try to get back to you within 24 hours during the week and within 36 hours during the weekend. Do not use my TAMUCT email for course related matters. If your concern needs my immediate attention, please send me a text and I will reply as soon as possible. Please provide in the subject line of each Canvas Inbox message the course information "MGMT 4325" so that I can identify your class. If you text me on my cell phone, please mention the same information in your text.

911 Cellular: Emergency Warning System for Texas A&M University-Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911Cellular through their myCT email account.

In an effort to enhance personal safety on the Texas A&M University – Central Texas (TAMUCT) campus, the TAMUCT Police Department has introduced Warrior Shield by

911 Cellular. [Warrior Shield](https://www.tamuct.edu/police/911cellular.html) [https://www.tamuct.edu/police/911cellular.html] can be downloaded and installed on your mobile device from Google Play or Apple Store.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

Course Overview and description:

This course covers an advanced survey of leadership theories and issues, with the emphasis on practical application of newer leadership models in contemporary organizations. Students will explore facets of both leadership and followership, along with the impact of the particular organizational setting and situation. Students will be challenged to explore their own leader, follower, situation analysis skills, exercises and role-playing through active discussions, analysis, and popular business treatment of leadership situations.

Course Objective:

The overarching objective of this course is for each student to apply leadership skills through empirical studies, case studies, and leadership skills in order to help students apply these skills in their real-life experiences. There will be a number of student interaction and student presentations. The students will be given stretch goals to further enhance their understanding of leadership skills. Strategies for working with others around interpersonal behavioral issues are also developed. Throughout the course experiential exercises and activities are used to show students how to work with others to achieve goals, objectives and learn. Leadership development involves reflecting on one's own experiences and applying the skills throughout the course.

Student Learning Outcomes:

Upon completion of this course the student will have an understanding of leadership theory and competencies that contribute to results in productive organizations and social / community environment organizations. Core competencies achieved at the conclusion of this semester include:

- LO 1: Ability to explain and apply the "Interactional Framework" of leadership.
- LO 2: Clear understanding of the roles the leader, follower, and situation play in the leadership process.
- LO 3: Ability to use the action-observation-reflection model to analyze personal skills for leadership and followership.
- LO 4: Ability to engage in double-loop learning to analyze leadership situations and frame situations from multiple perspectives.
- LO 5: Ability to analyze practical organizational circumstances and the appropriate

role and actions of leaders in “real-world” situations.

LO 6: Ability to discuss, with an knowledgeable lens, the circumstances and factors influencing current business leaders’ actions as reported in current business press.

LO 7: Competency in analyzing the skills and effectiveness of a current business leader in the news.

Required Reading and Textbook(s):

R. Hughes, R. Ginnett & G. Curphy. (2015) *Leadership: Enhancing the Lessons of Experience*, 9th Edition. McGraw-Hill. ISBN#978-1-259-96326-1 (Bound Edition) ISBN978-1-260-16765-8 (Loose-leaf edition)

Students are required to purchase a 15 week subscription to the *Wall Street Journal*. The subscription must be purchased by the 2nd week of class.

Recommended Course Materials

L. David Marquet (CAPTAIN, U.S. Navy Retired). (2012) *Turn the Ship Around*, Published by Penguin Group. ISBN978-1-59184-640-6

COURSE REQUIREMENTS

Course Requirements: (include point values for each- not just a percentage)

Journal Entries (LO: 3 & 4), 3 @ 30 points each (total 90 points): Students will be assigned to write journal entries (3) focused on using journals to “think on paper” about leadership concepts from a text and / or describing your own experiences relating how a particular concept from the readings applies. Each journal entry for this class will be structured so that the student can demonstrate application of the “Action/Observation/Reflection” learning techniques introduced can be applied.

Case Study Assignments (LO's 2 & 5), 3 @ 25 points each (total 75 points): Each chapter in the assigned text ends with a short case describing a leadership or followership situation. Three of these case studies are assigned throughout the semester as an individual written exercise. Students will be required to expand on the leadership concepts through additional ideation techniques and theories using business cases. Additional information will be provided on Canvas along with assignment requirements and details.

Wall Street Journal Assignments (WSJ) (LO's 6 & 7), 6 @ 15 points each (90 points): Students should be knowledgeable “consumers” of business press articles. Students in this class will be required to purchase a semester long subscription to the Wall Street Journal and must find and read articles relevant to the topics being studied in the course <https://education.wsj.com/students/>

Students will report on a current article in class and be prepared to discuss.

Participation (LO's 1, 2, 5, 6, & 7), 15 points (total 15 points): You are expected to have read all assigned readings before you come to class. You are also expected to participate actively in class discussions, group exercises and in class cases. Participation includes attending class, reading assigned chapters, bringing in requested materials or assignments, and participating in class discussions. If for some reason a student is unable to attend class, he/she will be responsible for obtaining notes, assignments, and other relevant course information from other classmates. Please do not ask me the question “did I miss something important.” Participation (assessed every class) is graded based on your level of attendance, substantive discussion, demonstration of preparedness for class as well as overall above and beyond engagement you demonstrate in class. Disruptive behavior will count negatively on your participation within this course. Disruptive behavior includes, but is not limited to, talking amongst each other in-class when it is not appropriate, working on other course work, sleeping in-class, disrupting your fellow classmates’ learning environment. You are senior business students preparing for professional employment, please treat our learning environment the way you would treat your employer. The final participation score will be the sole discretion of the professor.

Current Business Leader in the Newspaper (LO's 6 & 7), choice memo – 10 points, final paper – 80 points, presentation - 20 points (total 110 points): As you read the Wall Street Journal this semester take note of a business leader that you find particularly interesting. Midway through the semester you must identify a first and second choice leader to analyze in more depth for your final paper and presentation in this class. For this individual leader you will be doing in-depth research from other credible business press sources beyond the WSJ, and applying the frameworks learned in this class on their handling of organizational situations and analyzing their effectiveness. Detailed instructions for the paper will be posted on Canvas. In lieu of a final exam in this course, each student will present his/her chosen business leader in class. Separate presentation instructions will be provided with grading rubrics on Canvas. Your “choice memo” is worth 10 grading point

Exams (LO's 1 & 2), 2 @ 60 points each (total 120 points): There will be two (2) required exams. Each exam will cover 5 or 6 chapters and test student’s knowledge of the key frameworks and concepts. All exams will be administered in class. **There will be no make-ups for missed exams unless there is a documented medical emergency.**

Grading Criteria Rubric and Conversion

Course Element	Grading Points		
Journal Entries	3 @ 30 points each		90 points
Case Study Assignments	3 @ 25 points each		75 points

WSJ Current Events	6 @ 15 points each		90 points
Leader in the News Project Choice Memo	1 @ 10 points		10 points
Leader in the News Project Final Paper	1 @ 80 points		80 points
Leader in the News Project Presentation	1 @ 20 points		20 points
Exam 1	1 @ 60 points		60 points
Exam 2	1 @ 60 points		60 points
Class Participation	1 @ 15 points		15 points
		Total	500 points
Grade Equivalents:			
If Grade is Computed Numerically	If Grade is Computed by Letter		Grade is computed by Points
90.0 - 100 %	= A		450 - 500
80.0 - 89.9%	= B		400 - 449
70.0 – 79.9%	= C		350 - 399
60.0 – 69.9%	= D		300 - 349
0 – 59.9%	= F		0 - 299

Late Submissions: Late submissions and exam extensions will not be allowed in this course unless you or a family member in your immediate care experiences a medical emergency. You must communicate this information to Dr. Patrick at the soonest available time **PRIOR to or on the day of the deadline**; the request for deadline extension must be accompanied with a doctor or hospital note as back-up.

Posting of Grades

Upon receipt of the class assignments, turn-around time for grades will be one-two weeks. Grades will be posted on the Canvas Grade book where students can monitor their status.

COURSE OUTLINE AND CALENDAR

This course outline is provided for informational purposes and is subject to change.

Week	Dates	Reading Assignment	Topic	Assignments
1	Jan 15	Part One: Chapter 1	Unit 1: Leadership is a Process, Not a Position Chapter 1: What Do We Mean by Leadership?	1. Course Orientation 2. Work Styles Profile 3. Read Chapter 1 4. Purchase Wall Street Journal subscription and begin reading/skimming for leader articles.
2	Jan 22	Part One: Chapter 2	Unit 1: Leadership Is a Process, Not a Position Chapter 2: Leader Development	1. Read Chapter 2 2. Case Study #1 -- Chapter 2 Case: Developing Leaders at UPS, Due: Jan 20.
3	Jan 29	Part One: Chapter 3	Part 1: Leadership Is a Process, Not a Position Chapter 3: Skills for Developing Yourself as a Leader	1. Read Chapter: 3 2. <i>WSJ #1 due in class Thursday, Jan. 31</i>
4	Feb 5	Part Two Chapter 4 Chapter 5	Part 2: Focus on the Leader Chapter 4: Power and Influence Chapter 5: Values, Ethics, & Character	1. Read Chapters 4 & 5 2. Journal Entry #1: Make sure to Read Chapter 3 in order to understand 1 st Journal entry assignment; Due: Feb. 10
5	Feb 12	Part Two: Chapter 6	Part 2: Focus on the Leader Chapter 6: Leadership Attributes	1. Read Chapter 6 2. <i>WSJ #2 due in class Thursday, Feb 14</i>
6	Feb 19	Chapter 7	Part 2: Focus on the Leader Chapter 7: Leadership Behavior	1. Read Chapter 7 2. Exam #1 – Covers Chpts: 1, 2, 4-7

7	Feb 26	Part Two: Chapter 8	Part 2: Focus on the Leader Chapter 8: Skills for Building Personal Credibility and Influencing Others	1. Read Chapter 8 2. <i>WSJ #3 due in class Thursday, Feb 28</i>
8	Mar 5	Part Three Chapter 9	Part 3: Focus on the Followers Chapter 9: Motivation, Performance, and Effectiveness	1. Read Chapter 9 2. Journal Entry #2: Read Chpt 8 to understand Due: Mar. 10. 3. 1 st and 2 nd Choice Leader Memo Due: Mar. 10.
	Mar 12	Spring Break		
9	Mar 19	Part Three Chapter 10	Part 3: Focus on the Followers Chapter 10: Satisfaction, Engagement, and Potential	1. <i>Read Chapter 10</i> 2. <i>WSJ #4 due in class Thursday, Mar 21</i>
10	Mar 26	Part Three Chapter 11	Part 3: Focus on the Followers Chapter 11: Groups, Teams, and Their Leadership	1. Read Chapter 11 2. Case Study #2, Chapter 11 Case, Integrating Teams at Hernandez & Associates Due: Mar. 31
11	Apr 2	Part Three Chapter 12	Part 3: Focus on the Followers Chapter 12: Skills for Developing Others	1. Read Chapter 12 2. Journal Entry #3: Read Ch. 11 to understand, Due: Apr. 7.
12	Apr 9	Part Four Chapter 13	Part 4: Focus on the Situation Chapter 13: The Situation	1. Read Chapter 13 2. <i>WSJ #5 due in class Thursday, Apr. 11</i>

13	Apr 16	Part Four Chapter 14	Part 4: Focus on the Situation Chapter 14: Contingency Theories	1. Read Chapter 14 2. Case Study #3, Chapter 13 Case: Innovation at IKEA, Due: Apr. 21
14	Apr 23	Part Four Chapter 15	Part 4: Focus on the Situation Chapter 15: Leadership and Change	1. Read Chapter 15 2. <i>WSJ #6 due in class Thursday, Apr. 25</i>
15	Apr 30	Part Four Chapter 16	Part 4: Focus on the Situation Chapter 16: The Dark Side of Leadership	Read Chapter 16 Exam #2 – Covers Chpt 9, 10, 12-15
16	May 7		Leaders Project Presentations Course Wrap Up	Leader Project Due: May 5.

Import University Dates:

Jan. 14, Classes Begins

Jan. 21, MLK Day (University Closed)

Jan. 30, Deadline to drop 16-week classes with no record

Mar. 1, Deadline for Graduation Application for Spring Ceremony Participation

Mar. 11-15, Spring Break

Apr. 5, Deadline to drop 16-Week Classes with a Q or W

May 10, Spring Semester Ends

May 11, Commencement Ceremony Bell County Expo Center 7:00 p.m.

TECHNOLOGY REQUIREMENTS AND SUPPORT**Technology Requirements**

This course will use the A&M-Central Texas Instructure Canvas learning management system.

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Other Technology Support

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [http://hdc.tamu.edu]

Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES**Drop Policy.**

If you discover that you need to drop this class, you must complete a [Drop Request Form](#)

[https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the Academic Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity.

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community.

Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student’s academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student’s work, collusion, and the abuse of resource materials. All academic misconduct

concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel), [https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel]. If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations.

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion at (254) 519-5797. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) web page [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Important information for Pregnant and/or Parenting Students.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring.

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive FREE online tutoring and writing support. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

University Writing Center.

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](#). In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

University Library.

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection,

which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

INSTRUCTOR POLICIES

What You Can Expect of Me: You can expect that I will be an active participant in the online course room. I will be prepared and ready to engage in active learning. I will work to create a respectful learning environment where all of us can express our thoughts and ask questions. While we do not have to agree with each other, we will do so in respectful ways. I expect to learn from you as we spend the next 16 weeks together! I will be available to answer your questions and help you be successful in

this course.

I reserve the right to make reasonable alterations to the course calendar and syllabus. It is a guide, not a hard and fast rule. Changes will only be made that benefit the class as a whole. Online attendance is essential in a class of this nature. Make sure to check Canvas daily. In order to successfully pass this course a student must engage in the online course room and complete all assignments.

Technology Usage: Students will only be allowed to use technology in the classroom that is in line with the subject-area of the course.

Students are expected to utilize university resources solely for academic purposes. Personal use can be a violation of University, System, and State policies, rules, standards and/or laws and can result in expulsion from the institution, termination of employment, and legal recourse. If a student is accessing Eduroam or a university-owned asset, then they must comply with the institution's acceptable use guidelines. Watching inappropriate material during class is a disruption and university violation that will result in a student being referred to Student Conduct (<https://cm.maxient.com/reportingform.php?TAMUCentralTexas>).

Note: When a student accesses any of the institution's IT resources (computers, network, etc.), they are agreeing to act in accordance with Texas Government Code § 2203.004 (Requirement to use State Property for State Purposes). Specifically, the agreement states, *"In accordance with Texas Government Code § 2203.004 (Requirement to use State Property for State Purposes), this computer system and all data herein are official State of Texas resources and as such are to only be used for authorized purposes by authorized users. Use for any other purpose may result in administrative/disciplinary actions or criminal prosecution against the user. Usage is subject to monitoring and security testing. The user should have no expectation of privacy except as otherwise provided by applicable privacy laws."*

Copyright Notice. Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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