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The Introduction should briefly indicate the purpose of the study and provide sufficient background information to clarify why the research was undertaken and what hypotheses or theories were tested.

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The Findings (you may choose to use Results) section should be clear and precise. Only the vital results that establish the main points of the study should be included. Numerical data should be analyzed using appropriate statistical tests.

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The conclusion should be clear and concise to summarize the entire paper. The conclusion section must include a brief statement of the principal findings, discussion of the validity of the observations, discussion of the findings in light of other published work dealing with the same or closely related subjects, and a statement of the possible significance of the work. This section should include the study limitations in terms of generalizations, areas for future research, and other related factors.

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The References section indicates adequate credit to authors cited in the research. APA 6th ed. Guidelines should be followed in overall formatting and referencing within the paper. References must be listed in alphabetical order. About 40% of the references should be within 5-year time frame to ensure current sources validate the research.

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The formatting of Tables is required to follow APA 6th edition guidelines.

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3D models and cited at the relevant point in the manuscript text, e.g. "Figure 1", "Figure 2", etc.

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The formatting of Figures is required to follow APA 6th edition guidelines.

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Tables and Figures must be submitted at the size they are to appear in JOA. They should be the smallest size that will convey the essential scientific information and sized to 1 column (8.5 cm), 1.5 columns (11.6 cm), or 2 columns (17.6 cm).

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Electronic proofs of the accepted manuscript will be sent to the corresponding author as a PDF file. Page proofs are regarded to be the final version of the manuscript.

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A CASE STUDY OF THE FACTORS THAT INFLUENCE BRAZILIAN STUDENTS' ACQUISITION OF THE ENGLISH LANGUAGE

Margaret H. Vianna, University of Phoenix
Elizabeth A. Young, University of Phoenix

Abstract: In this holistic single-case study, seventh and eighth grade students' development of English fluency was explored in the Brazilian private school context. The purpose of this single-case study was to identify and understand the child, the family, and the school interactions that contributed to Brazilian students' literacy development of the English language. The primary research question that supported the purpose of this study was what perceived influences act within and on the students' language acquisition to acquire English fluency? Seven themes of external influences and two themes of internal influences were identified from one case in Goiânia, Brazil. The seven themes of external influencers were the following: (1) English Lessons are Priority, (2) Technology Use is Fundamental, (3) Parents Participate in the Learning Experience, (4) Contact with Culture and Native Speakers Advances English, (5) Parents Set High Standards, (6) the Curriculum, and (7) Teachers' Competency Influence English Fluency. One sub-theme of external factors was Parents Motivate Fluency through Example. Two themes related to internal factors were identified: (1) Students are Naturally Interested in English, and (2) the Students Enjoy Learning. The major findings of this study supported the research literature that when positive didactic influences between the child and the family, and the child and the teachers were evident, the child achieved successful English acquisition. The implications of this case study may enable stakeholders in education to advance students' English literacy development by improving foreign language pedagogy with a focus on ecological influencers.

DOCTORAL STUDENTS' UNDERSTANDING OF THE CONSTRUCTS OF UNBIASED THINKING: CONTENT ANALYSIS

Elizabeth A. Young, University of Phoenix
Margaret H. Vianna, University of Phoenix

Abstract: Doctoral students often approach their dissertation studies with a myopic view of the intended study problem. The result of a study that sets out to "prove" a point is a biased study with inherent flaws of credibility and dependability. Data management and interpretation, when performed through the perceptions of the students' emotional involvement in a situation, are often marred with self-perceptions and misconceptions. A replication of the study would be impossible and if conducted by a second author from his or her self-perceptions and misconceptions, the results would be very different and neither study would be generalizable. The problem of biased research may be attributed to a lack of understanding what unbiased thinking is and how it is important to credible research. The curriculum of a five-day first year residency class is based on self-discovery. At the end of class, the students are asked to write a paper on the lessons they learned during the class. A content analysis was performed on a sample of 20 first year residency doctoral students' essays to determine how they interpret unbiased research. The content analysis began with the identification of 227 words and phrases that related to the concept of unbiased research. The data were reduced to 17 cumulative responses which then yielded six major themes: self-awareness, identification of biases, effects of bias on inferences and assumptions, interference of emotions on cognitive empathy, design thinking, effects on leadership and influence on research.

MANAGEMENT INFLUENCE ON THE ATTITUDES BEHAVIOUR AND COMMITMENT OF VOLUNTEERS IN NOT FOR PROFIT ORGANIZATIONS

Alexius A. Emejom, President / CEO, Laurex International LLC
Henrietta M. Okoro, Colorado Technical University, USA

Abstract: This article explores how management of not-for-profit organization influences volunteers' attitudes, behaviors, and commitment. Using a phenomenological approach, the writer examined and explored the commitment of volunteers in the not-for-profit organization in Southern California. It centered on the central research question: what are the lived experiences of senior leadership when dealing with issues of volunteer commitment and retention in not-for-profit organizations? The study population was volunteers from Project Management Institute, Orange County chapter in Southern California. The methodology for the study was a qualitative phenomenological approach, which helped provide an undiluted insight into the lived experiences of the participants. The primary instrument used for data collection was a face-to-face interview, containing seven open-ended interview questions, and follow up questions resulting from the answers provided by the participants. NVivo software was used for transcribing the interviews, data coding, and analyses. The emergent themes identified through the study results were effective communication, volunteer recognition, inclusive leadership, volunteer burn out, volunteer engagement and innovation. Application of the results of this study could help the Project Management Institute, Orange County chapter improve the effectiveness and efficiency of operations within the group. The study results were compared to other studies on volunteering for not-for-profit organizations.

INFLUENCE OF POLICY INSTRUCTION ON POLICE USE OF DEADLY FORCE: EXPLORATORY STUDY

Glenn R. Daugherty, Western Illinois University
Elizabeth A. Young, University of Phoenix
Terry M. Mors, Western Illinois University

Abstract: Police organizations routinely train their officers on the use of deadly force policy and procedures. The topic addressed in this study is that deadly force policy training does not adequately combine policy training with when to use discretion in shoot or no shoot situations often resulting in improper use of deadly force. The purpose of this exploratory case study was to explore retired Illinois State Police (ISP) Troopers perceptions of the inclusion of critical thinking and use of discretion in their deadly force policy training. Two central questions guide this study are: RQ1: How do retired ISP Troopers perceive the effectiveness of their deadly force training in preparing troopers for shoot or do not shoot situations? RQ 2: How do retired ISP troopers perceive training includes the application of critical thinking and the use of discretion? This research is a bold endeavor to explore the inner workings of a police department and will require the utmost confidentiality measures to protect the officers engaged in the study. Interviews were recorded with the permission of the participants and transcribed into word documents which will then be collated for similar themes using NVivo 10 software. Four emergent themes resulted from the collected data that revealed that enhanced training, critical thinking, and discretion are important for the best preparation for police deadly force encounters.

ATTAINING EXCELLENCE IN ACADEMIA THROUGH EFFECTIVE LEADERSHIP

Henrietta M. Okoro, Colorado Technical University

Alexius A. Emejom, President / CEO, Laurex International LLC

Abstract: Attaining excellence is imperative in the foundation of the 21st century. As academic, industry, and government transit to the continuous and fused 21st century, the significance in schools, private, and public sectors recounts to the knowledge sharing capability. Considering the dynamics and complication of the 21st century, if students are unable to share and diversify knowledge their value to institutions will be limited. The purpose of the paper was to evaluate the concept 21st-century leadership, sustainable development, ways to attain excellence in academia, and the prospects.

CAUSING REVOLUTION IN PASTURE DEVELOPMENT FOR INCREASED LIVESTOCK PRODUCTION AND PRODUCTIVITY IN SOUTH WESTERN UGANDA

Charles Lagu, National Agricultural Advisory Services

Morgan Andama, Mbarara University of Science and Technology

Samuel. K. Mugasi, National Agricultural Advisory Services

Thomas Nsemrerirwe, National Agricultural Advisory Services

Abstract: The study on pasture development in South Western Zone of Uganda was conducted in eight districts. Despite the fact that Government of Uganda prioritized dairy enterprise as a key commodity for Household transformation, the livestock industry suffers from poor pastures and poor dairy feeding. The study aimed to cause revolution in Pasture Development for Increased Livestock Productivity. A longitudinal design was employed involving 42 willing farmers who signed a memorandum of understanding with NAADS and Local Government. Land acreages were determined using a Global Positioning System (GPS) machine and key pasture parameters (dry hours, Fuel rates, germination, flowering, seed and hay yields) were recorded. The study established that a machine hour for bush clearing costs United States Dollar, USD (15.34) and average fuel consumption per acre was USD 30.8. The quantity of seeds used per acreage ranged from 8.92 to 10.43 kgs in the studied districts. The onset of *Chloris gayana* flowering ranged from 75.5 to 78.5 days. It took 94.5 to 105.5 days from the planting time to harvest the *Chloris gayana* seeds from the various study fields. It took between 101.33 to 108.5 days from planting to harvest hay for dry season feeding. It was observed that Seed and hay harvesting periods significantly ($p < 0.05$) varied in the study districts and the quantity of *Chloris gayana* seeds harvested per acre significantly ($p < 0.05$) decreased with the seed harvesting period. The study concludes that bush clearing costs and encumbrances can be brought down with partner's involvement. The precision and suitability of land preparation, timely harvests of seeds and optimum timing of hay making boosts livestock feeds and feeding.

IMPORTANCE OF TALENT DISCOVERY AND DEVELOPMENT ON 'CAREER PLANNING OF INDIVIDUALS' AND 'ORGANIZATIONAL GROWTH'

Amina I. Ayodeji-Ogundiran, Bowie State University

Abstract: The concept of identifying and developing talent is gradually becoming a key interest of people across various professions. At the organization level, organizations in very recent times compete for high performers and talented individuals to fill in various positions within the organization. At the individual level also, people are greatly influenced by various factors in the course of choosing and planning a career path. This paper seeks to explore the importance of considering either innate or acquired talents during the process of choosing and planning a career. At the same time, this paper investigates several tools that can be used to identify strengths both on individual and organizational level. Furthermore, this paper is based on an extensive review of literature. Through the review of literature, major findings related to talent as a 'calling', and also ignoring one's talent during career planning may lead an individual in a wrong direction.

THE FLIP SIDE OF LEADERSHIP: EXPLORING THE STRENGTHS AND IMPORTANCE OF FOLLOWERS IN DRIVING ORGANIZATIONAL SUCCESS

Amina I. Ayodeji-Ogundiran, Bowie State University

Vonzella Renee McQueen, Bowie State University

Abstract: Leadership and followership are fundamental roles that individuals in the society find themselves at one point or the other in their life. Leadership is a strong determiner of success in any organization. The effectiveness of leadership can one hand, drive an organization to achieve its desired mission, and on the other hand, hinder organizational growth. Often times, followers' importance and strengths are overlooked and underestimated. This is a secondary research based on an extensive review of peer reviewed articles. The main objective of this paper is to investigate strengths of followers in influencing decisions that affect them and the organization. This research also attempts to explore how followers have exercised or used their strength and influence to either drive or hinder the success of a decision(s) made by leaders in an organizational setting.

SERVANT LEADERSHIP AND GREEN DATA CENTER INITIATIVES

Lisa Hatherill, Advance Central Service, Inc.

Maureen A. Marzano, University of Phoenix

Ashraf Esmail, Dillard University

Abstract. Data center energy consumption is a serious concern for many business leaders with three distinct areas of concern prevalent among business leaders including imminent laws and regulations, stakeholder pressure, and costs. This research study attempts to quantify any possible relationships between the characteristics of servant leadership and the adoption of green data center initiatives. Understanding what types of leaders implement green data center initiatives may help companies to understand the adoption of green data center initiatives in their organizations. Green data center initiatives include a variety of ways which can aid in the controlling of the amount of energy consumed. Since data centers are one of the fastest growing consumers of electricity in the United States wasting up to 90 percent of the electricity they pull from energy grids. Data center managers, information technology (IT) managers, and information officers tend to be averse to any system-related risk with only 3 percent of organizations researching methods of lowering data center power consumption and costs. Employees may be more receptive to change if the leader managing the change displays servant leadership characteristics which are discussed in depth in the article. This correlational quantitative study looks at 12 characteristics attributed to servant leadership in relationship to the adoption of green data center initiatives in a small- to mid-sized company in the United States.

Characteristics appropriate to the successful implementation of green data center initiatives will aid the study of leadership by identifying specifics that might make leaders more inclined to implement green data center initiatives. The study of individual characteristics of servant leadership and their relationship to innovation and implementation of green data center initiatives will increase knowledge of leadership.