MGMT 338 (Hybrid)
International Business

Winter Session 14/13
January 12 – March 7, 2015

Course Description

Exploration of the challenges involved in multinational and international business.

**Prerequisites:** Junior standing, MGMT 330. Course meets Multicultural graduation requirement.

**Proctored Exams:** None

**Class Day and Time:** Monday Only - 5:00 p.m. to 8:00 p.m.

This is a hybrid course which is defined as an online course supported by a weekly in-seat class. Our class will consist of both in-seat and online instruction through various resources, discussion and homework. Please note that we will meet every week, unless otherwise noted.

You are expected to attend every class. If you know prior to the beginning of the session that you will miss more than one in-seat class, it is strongly recommended that you wait to take this course at another time.

The online portion of our course is located in D2L. You will access the course through CougarTrack.

Textbooks


**Note:** CESIM Simulation Code Access is not required for this class.

After you have acquired your textbook go to the textbook’s Online Resources Website. Review the online resources listed at this site to become familiar with them.

Textbooks for the course may be ordered from MBS Direct:

- online at [http://direct.mbsbooks.com/columbia.htm](http://direct.mbsbooks.com/columbia.htm)
- by phone at 800-325-3252

For additional information about the bookstore, visit [http://www.mbsbooks.com](http://www.mbsbooks.com).

Course Overview

Each week we will focus on different aspects of doing business in the global marketplace. This course will encourage an appreciation for the complexities of operating in a multi-cultural/regional environment by providing a background on the development of international business activities. Through discussions and writing assignments, we will examine information from the text.
and various media sources. This will serve as a basis for evaluating the effects of current events on global business operations and for preparing business strategies for the future global marketplace.

**Technology Requirements**

Participation in this course will require the basic technology for all online classes at Columbia College:

- A computer with reliable Internet access,
- a web browser,
- Acrobat Reader,
- Microsoft Office or another word processor such as Open Office.

You can find more details about standard technical requirements for our courses on our site.

**Course Objectives**

- To understand various economic theories of international trade and investment.
- To understand the complexities of the international monetary system and balance of payments.
- To understand the mechanics of doing business abroad.
- To understand the importance of cultural, economic, environmental, legal, political and sociological differences between countries.
- To understand how they affect the success or failure of U.S. business operations abroad.

**Measurable Learning Outcomes**

- Apply various economic theories of international trade and investment.
- Evaluate the complexities of the international monetary system and balance of payments.
- Evaluate the strategies of establishing an international business abroad, including explaining the advantages and disadvantages of various methods of trade ranging from exporting, joint ventures, strategic alliances, mergers, and acquisitions, etc.
- Evaluate the importance of sociocultural, economic, environmental, technological, political/legal factors between countries and how they affect success or failure of U.S. business operations abroad.
- Describe and explain the differences between Industrial Countries (IC), Newly Industrialized Countries (NIC), and Less Developed Countries (LDC) and the impact on their national infrastructures from foreign business investments or business ownership.
- Identify the impact on changes within the foreign currency exchange rates and economic conditions.
- Identify the factors that influence the organizational structure of U.S. based businesses and their expansion into foreign countries.
- Identify the strategic factors that must be considered when dealing with home, host, and third-country nationals.
## Grading

### Grading Scale

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<tr>
<th>Grade</th>
<th>Points</th>
<th>Percent</th>
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<tr>
<td>A</td>
<td>900-1000</td>
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<td>B</td>
<td>800-899</td>
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<td>C</td>
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<td>D</td>
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### Grade Weights

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<tr>
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<td>20%</td>
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<tr>
<td>Discussions</td>
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<td>Dropbox</td>
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## Schedule of Graded Assignments

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<th>Week</th>
<th>Assignment</th>
<th>Points</th>
<th>Due Online</th>
<th>Due In-Seat</th>
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<tr>
<td>1</td>
<td>Participation 1</td>
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<td></td>
<td>Discussion 1: Initial Post</td>
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<td>By in-seat class</td>
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<td></td>
<td>Discussion 1: Responses</td>
<td>10</td>
<td>Sunday</td>
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<td></td>
<td>Dropbox 1: Article Summary</td>
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<td>Discussion 5: Initial Post</td>
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<td>Discussion 5: Responses</td>
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<td>Discussion 6: Initial Post</td>
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<td>By in-seat class</td>
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Assignment Overview

Participation

Our in-class meetings will include a lot of discussions and group work, making attendance extremely important. You are expected to be prepared for the discussion and to actively engage during our in-class meetings. Each in-class meeting includes 25 points for being prepared and engaging in the discussion.

Discussions

Weekly discussions will also take place online where your initial post should be at least an 8-10 sentence paragraph and be posted before our in-seat class. Your initial post is worth 15 points.

You should then respond to at least two other classmates with at least 4-5 sentences, adding to the conversation with something meaningful. Your responses should be more than just “good job” or “I agree,” furthering the conversation. Your responses are worth 10 points.

Article Summaries

The article summaries for Dropbox 1 and Dropbox 6 will be on articles chosen by you from any reputable source such as news, trade, or professional periodicals or newspapers. The article must have been published within one month of the assignment’s due date and must be about some aspect of international business. The summary will be approximately one page in length and will include a summary of the article, your reaction to the contents of the article, and a complete citation of the source. Any generally used style manual format may be used for your citation, such as MLA or APA. When finished, save your work in .doc, .docx, or .pdf format and upload to the Dropbox.

Minicase Papers

The minicases for Dropbox 2 and Dropbox 3 can be found in the Content area during the week they are due. You will read through the minicase and answer the questions that follow. Each answer should be a full 8-10 sentence paragraph that uses examples from the case, your textbook, or your own research for support. When finished, save your work in .doc, .docx, or .pdf format and upload to the Dropbox.
Research Topic Paper

The topic paper will be on a current topic in international business. You will submit a topic for approval by the end of Week 4. The paper must focus on the international aspects of your approved topic. The paper should have at least four sources other than the textbook, be at least five pages in length (not including the title page and bibliography), be double-spaced with regular margins, and be in 12-point font. If the topic is controversial, then sources supporting both sides of the controversy must be used and discussed in the paper. The paper shall have proper citations in the text of the paper and a bibliography. Any generally used style manual format, such as MLA or APA, may be used for your citations and bibliography; just be consistent. The final draft should be saved in .doc, .docx, or .pdf format and uploaded to the Dropbox by the end of Week 6.

Exams

Midterm Exam - You will find the midterm exam in the Quizzes section of D2L and it will consist of multiple choice, true/false, short answer (50 questions at 2 points each), and essay questions (5 questions at 10 points each) covering chapters 1-9. The exam is not proctored and will be available to you beginning at 12:01 am Friday and ending at 11:59 pm on Sunday of Week 4. You can have as many attempts as you feel necessary and your last attempt will be recorded in the grade book.

Final Exam - You will find the final exam in the Quizzes section of D2L and it will consist of multiple choice, true/false, short answer (50 questions at 2 points each), and essay questions (5 questions at 10 points each) covering chapters 10-18. The exam is not proctored and will be available to you beginning at 12:01 am Thursday and ending at 11:59 pm on Saturday of Week 8. You can have as many attempts as you feel necessary and your last attempt will be recorded in the grade book.

Course Schedule

Week 1: The Rapid Change in International Business and Trade, Foreign Direct Investment

Before In-Seat Class

- Read Chapters 1 and 2
- Be prepared to answer all discussion questions listed in your readings.
- Compose your initial post for this week’s online discussion.

Participation 1 (In Class)

- Introductions - Introduce yourself to the class including your profession, hobbies, any international experiences you have had, and interests you have in future international experiences, and any other information that can help us get to know you.
- Course Introduction – We will take time in class for an overview of the syllabus, textbook and its online resources, as well as the online component for the course in Desire2Learn.
- Chapter 1 and 2 – We will discuss many topics contained in chapters 1 and 2 in our classroom meeting including your research on international firms from the minicase on page 29. Be prepared to discuss the following:
  - Read the Global Debate section on pages 17-20, titled “The Globalization Debate and You.” Are you convinced one way or the other?
  - These are some of the foreign direct investors in the US: EADS, Toyota, Haier, Tata Group. Pick one to research and share your findings about their investments in the US. Would you consider their investments to be a help or hindrance (i.e. benefit or threat) to the US? Be prepared to explain.
The importance of the Rhine waterway to the economy of Germany.
Rare earth minerals. What are they? Why do you need to know about them?

Discussion 1 (Online) – Ownership of Companies and Brands

Select three brands from the list in the minicase on page 29. Do some research on those firms to find out who the owners are and which country/countries the owners are based. Summarize that information in an 8-10 sentence paragraph and share something you found interesting about each brand or company. Your initial post is due before our in-seat class.

Respond to at least two classmates who posted on different companies from the ones you posted on. All posts are due by 11:59 pm Sunday.

Dropbox 1 – Article Summary

Summarize an article from a recent periodical. Your resource should be a reputable news, trade, or professional periodical or newspaper. The article must have been published within one month of the assignment’s due date and should be about some aspect of international business. The summary should be approximately one page in length and will include a summary of the article, your reaction to the contents of the article, and a complete citation of the source. Any generally used style manual format may be used for your citation, such as MLA or APA. When finished, save your work in .doc, .docx, or .pdf format and upload to the Dropbox by 11:59 pm Sunday.

Week 2: International Institutions, Natural Resources, and Environmental Sustainability

Before In-Seat Class

- Read Chapters 3 and 5
- Be prepared to answer all discussion questions listed in your readings.
- Compose your initial post for this week’s online discussion.

Participation 2 (In Class)

We will discuss many topics contained in chapters 3 and 5 in our classroom meeting. Be prepared to discuss the following:

- The importance of international institutions to business.
- Examples of informal institutions.
- The purposes of the IMF and the World Bank.
- WTO and its impact on international business.
- The EU, its present challenges, and what lies ahead.
- The 2014 referendum for Scotland to secede from the United Kingdom. What would have been the impact to business had Scotland voted “Yes”?
- Pull out a world map. Select a country that is landlocked and discuss how being landlocked may have contributed to its slower economic development. Select another country that is landlocked and discuss how they manage to be economically successful despite being landlocked.
- From an international businessperson's perspective, how would you apply what you learned about factor conditions as you explore locations for manufacturing?

Discussion 2 (Online) – IMF Sees a Growing Africa and So Does China

Read the “World View” section on page 75 of your textbook titled, “IMF Sees a Growing Africa and So Does China.” What could China’s activity in Africa mean for the U.S.? What might the implications be worldwide? Write an 8-10 sentence paragraph summarizing your opinion using details from your text or your own research for support. Your initial post is due before our in-seat class.
When responding, you should respond to at least two classmates who posted on a different article summary from the one you posted on. All posts are due by 11:59 pm Sunday.

Dropbox Assignment 2 – Minicase Questions

Answer the two questions that follow the minicase on page 155 in your textbook (The BlueGreen Alliance: A New Way of Thinking for Sustainability). Answer the questions with a full 8-10 sentence paragraph each including details and examples from your reading and/or your own research. When you are finished, save your document in .doc, .docx, or .pdf format to the Dropbox by 11:59 pm Sunday.

Week 3: Sociocultural, Political, Trade, and Legal Forces

Before In-Seat Class

- Read Chapters 4, 6, and 7
- Be prepared to answer all discussion questions listed in your readings.
- Compose your initial post for this week’s online discussion.
- Read the “Six Quick Rules of Thumb for Doing Business Across Cultures” on page 93 and select two that resonate with you the most. Prepare to discuss these in class.
- Think of at least one example of a product that was modified to adapt to the requirements of another culture. Be prepared to share with the class.
- Be prepared to discuss the American business culture. What are the American business customs and traditions? Be prepared to contrast American business customs with other cultures’ business customs.

Participation 3 (In Class)

We will discuss many topics contained in chapters 4, 6, and 7 in our classroom meeting including the “Six Quick Rules of Thumb for Doing Business Across Cultures” and your thoughts on the American business culture. Be prepared to discuss the following:

- The “World View” on pages 96 and 97 – “Disneyland: Successes and Failures, One after Another”. Why did Disney go solo and avoid joint ventures or other collaborations in its foreign market entries? Do you think Disney, a peculiarly American fantasy concept, can appeal to Asians who don’t have much knowledge of American culture?
- How would you apply Hofstede’s concepts in managing a multicultural workforce?
- Examples of ethical issues you might encounter in doing business internationally.
- Country risk assessment.
- Arguments for trade restrictions.
- Examples of non-tariff barriers.
- Why the US has strong intellectual property laws.
- The difference between trademarks, patents and copyrights.
- The cost of barriers to trade to the average consumer.

Discussion 3 (Online) – Etiquette Quiz

In the Content area, there is a link to an etiquette quiz. Take the quiz then post your results in the discussion. Explain why you believe you achieved the results you did, what you learned from the quiz, and possibly relate something you experienced that now makes sense based on what you have learned. Your initial post is due before our in-seat class.

Respond to at least two classmates’ posts. All posts are due by 11:59 pm Sunday.

Dropbox Assignment 3 - Minicase

Read the minicase on page 201 in your textbook and answer all of the questions that follow. Answer the questions with a full 8-10 sentence paragraph each including details and examples from your
Week 4: Financial Forces (Including the International Monetary System and International Competitive Strategy)

Before In-Seat Class
- Read Chapters 8 and 9
- Be prepared to answer all discussion questions listed in your readings.
- Compose your initial post for this week’s online discussion.

Participation 4 (In Class)

We will discuss many topics contained in chapters 8 and 9 in our classroom meeting. Be prepared to discuss the following:

- The history of money.
- The Bretton Woods Agreement and the Triffin Paradox. Was the Bretton Woods system bound to fail? Explain.
- The floating currency exchange rate system.
- The fixed currency exchange rate system. What does it mean to “peg” a country’s currency to the US dollar?
- Value Added Tax.
- The Global Debate (pages 236-237): Google's Values and Strategy versus the China Opportunity. Did Google make a good decision to leave China? What do you think?
- Pick your favorite international company. Presume that you are a part of the team that develops competitive strategies for your organization. What factors would you consider in “thinking strategically about the future in an uncertain world?” What if the demand for rare earth minerals exceed supply? What if you work for an airline and regional conflicts cause oil prices to skyrocket? What if there is a credit crisis, a disruption of supply (e.g. hardwood for your furniture business), skyrocketing interest rates, currency devaluation or election of a radical party where you have a strong physical presence (and significant facility investments)?
- Do some research on United Parcel Service. Share your findings regarding their competitive advantage. What are the things they do (big or small) that sets them apart, gives them an advantage, or creates a standard for their industry. For example, UPS uses a delivery routing software that avoids making left turns. Identify something similar and be prepared to discuss.

Discussion 4 – The Globalization of Walmart

Read the minicase in Chapter 9 titled “The Globalization of Walmart.” Why has Walmart viewed international expansion as a critical part of its strategy? What did Walmart do to enable the company to achieve success in Canada and Latin America? Why did Walmart fail to achieve similar success in Europe? What should Walmart do- or not do- to help ensure that the company achieves success in China and India? Write an 8-10 sentence paragraph summarizing your opinion using details from your text or your own research for support. Your initial post is due before our in-seat class.

When responding, you should respond to at least two classmates who posted on a different article summary from the one you posted on. All posts are due by 11:59 pm Sunday.
Dropbox Assignment 4 – Research Paper Proposal (Ungraded)

The research will be on a current topic in international business. The paper must focus on the international aspects of the topic. If the topic is controversial then sources on both sides of the controversy must be used and discussed in the paper. Give a one-paragraph summary of your topic and what you plan to research and upload it to the Dropbox by 11:59 pm on Sunday.

The final paper should have at least four sources other than the textbook, be at least five pages in length (not including the cover page and bibliography), be double-spaced with regular margins, and be in size 12 font. The paper shall have proper citations in the text of the paper and a bibliography. Any generally used style manual format may be used for your citations and bibliography, such as MLA or APA. The final draft of the paper is to be submitted to the Dropbox by 11:59 pm on Sunday of Week 6.

Midterm Exam

You will find the midterm exam in the Quizzes section of D2L and it will consist of choice, true and false, short answer (50 questions at 2 points each), and essay questions (5 questions at 10 points each) covering chapters 1-9. The exam is not proctored and will be available to you beginning at 12:01 am Friday and ending at 11:59 pm on Sunday. You can have as many attempts as you feel necessary and your last attempt will be recorded in the grade book.

Week 5: Organization Design and Control, Global Leadership issues and Practices, and Assessing International Markets

Before In-Seat Class

- Read Chapters 10, 11, and 12
- Be prepared to answer all discussion questions listed in your readings.
- Compose your initial post for this week’s online discussion.

Participation 5 (In Class)

We will discuss many topics contained in chapters 10, 11, and 12 in our classroom meeting. Be prepared to discuss the following:

- The Global Debate (page 270): GlobalSoft: Profiting from International Transfer Pricing. Be prepared to discuss your answer to the three questions at the end of the article.
- In the fall of 2014, there were headlines about Burger King moving its corporate headquarters to Canada, allegedly motivated by tax inversion. Be prepared to discuss this issue.
- Most companies use standardized organizational controls across their entire organization. The same control systems are used for their operations worldwide. For example, McDonald’s does not import lettuce or buns for its Big Macs sold in Malaysia. Rather, they source locally, imposing rigorous quality control standards, regardless of where it operates. At the same time, McDonald’s also allows for some product modifications. Select a company that operates in more than one country (e.g. McDonald’s, Pizza Hut, KFC, Starbucks) and discuss what product modifications these companies have allowed to occur.
- The Global Mindset.
- The competencies required for an effective global leader.
- What are some of the tools that an aspiring global leader might be able to use to develop his or her global leadership skills?
- Our text describes various screenings (i.e. basic needs, economic/financial, political/legal, sociocultural and competitive) necessary for the selection of foreign markets. Make a list of the sources of information you will use for each screening.
Discussion 5 – A Failed Global Leadership Opportunity

Read the minicase in Chapter 11 titled “Justin Marshall – A Failed Global Leadership Opportunity?” What might explain Justin’s failure to perform well in his new leadership role as the head of the Asia-Pacific division? What might Compcorp have done to enhance prospects for Justin’s successful performance? What might Justin himself have done to enhance the likelihood of success in his new assignment and to help avoid derailing an otherwise highly promising career in Compcorp? Write an 8-10 sentence paragraph summarizing your opinion using details from your text or your own research for support. Your initial post is due before our in-seat class.

When responding, you should respond to at least two classmates who posted on a different article summary from the one you posted on. All posts are due by 11:59 pm Sunday.

Dropbox Assignment 5 – Research Paper

Continue working on your research paper. Remember that the final paper should have at least four sources other than the textbook, be at least five pages in length (not including the cover page and bibliography), be double-spaced with regular margins, and be in size 12 font. The paper shall have proper citations in the text of the paper and a bibliography. Any generally used style manual format may be used for your citations and bibliography, such as MLA or APA. The final draft of the paper is to be submitted to the Dropbox by 11:59 pm on Sunday of Week 6.

Week 6: Entry Modes and Export/Import Practices

Before In-Seat Class

- Read Chapters 13 and 14
- Be prepared to answer all discussion questions listed in your readings.
- Compose your initial post for this week’s online discussion.

Participation 6 (In Class)

We will discuss many topics contained in chapters 13 and 14 in our classroom meeting. Be prepared to discuss the following:

- Provide examples of companies or products that entered the market as “pioneers” and those that entered as “fast followers.” What are the pros and cons of entering the market as a “market pioneer” versus being a “fast follower”? What conditions might increase the likelihood of success if a company wanted to be a pioneer for entering a market? What would be different if a company wanted to be a fast follower?

- Read the short vignette “How a Box Transformed the World”. How were goods transported before these containers were introduced some fifty years ago? What are the different types of containers? Learn about the ships that transport these containers. Describe what happens after these containers are off loaded from the ships.

Discussion 6 - Joint Venture Challenges

Read the “World View” section on page 334 titled, “Joint Venture Challenges: Danone and Wahaha in China.” Why do you think the problems arose between Danone and Zong? What might Danone have done to either avoid or reduce the problems that occurred over the life of the joint venture? Write an 8-10 sentence paragraph summarizing your opinion using details from your text or your own research for support. Your initial post is due before our in-seat class.

When responding, you should respond to at least two classmates who posted on a different article summary from the one you posted on. All posts are due by 11:59 pm Sunday.
Dropbox Assignment 5 – Research Paper

The final draft of your research paper should have at least four sources other than the textbook, be at least five pages in length (not including the cover page and bibliography), be double-spaced with regular margins, and be in size 12 font. The paper shall have proper citations in the text of the paper and a bibliography. Any generally used style manual format may be used for your citations and bibliography, such as MLA or APA. When finished, save your work in .doc, .docx, or .pdf format and upload to the Dropbox by 11:59 pm on Sunday.

Week 7: International Marketing, Global Operations, and Supply Chain Management

Before In-Seat Class

- Read Chapters 15 and 16
- Be prepared to answer all discussion questions listed in your readings.
- Compose your initial post for this week’s online discussion.

Participation 7 (In Class)

We will discuss many topics contained in chapters 15 and 16 in our classroom meeting. Be prepared to discuss the following:

- The Marketing Mix.
- The Total Product.
- How product offerings might be affected by sociocultural forces, legal forces, economic forces and physical forces.
- Pricing strategies. What are “grey market” products?
- Reasons for sourcing globally.
- Problems with global sourcing.
- The Global Debate (page 416) – “Is Offshore Outsourcing Ending Its Run?” What factors will determine whether or not more manufacturing and other activities will remain in- or come back to- high cost countries such as the United States in coming years? What are the implications of your analysis for economic prosperity- and job creation- in these countries?

Discussion 7 – Outsourcing Domestic Production

Read the minicase in Chapter 16 titled, “Balagny Clothing Company Outsources Domestic Production.” Identify specific concepts in the case found in this chapter and discuss their relevance to the problems facing the company. Considering all of the problems incurred in China and the immense effort and capital needed to start up the Mexico operations, would it have been a better idea for Balagny Clothing to keep its domestic operations? Why or why not? Write an 8-10 sentence paragraph summarizing your opinion using details from your text or your own research for support. Your initial post is due before our in-seat class.

When responding, you should respond to at least two classmates who posted on a different article summary from the one you posted on. All posts are due by 11:59 pm Sunday.

Dropbox Assignment 6 – Article Summary 2

Summarize an article from a recent periodical. Your resource should be a reputable news, trade, or professional periodical or newspaper. The article must have been published within one month of the assignment’s due date and should be about some aspect of international business. The summary should be approximately one page in length and will include a summary of the article, your reaction to the contents of the article, and a complete citation of the source. Any generally used style manual format may be used for your citation, such as MLA. When finished, save your work in .doc, .docx, or .pdf format and upload to the Dropbox by 11:59 pm on Sunday.
Week 8: Human Resource Management, International Accounting, and Financial Management

NOTE: Remember that class officially ends on Saturday.

Before In-Seat Class
- Read Chapters 17 and 18
- Be prepared to answer all discussion questions listed in your readings.
- Compose your initial post for this week’s online discussion.

Participation 8 (In Class)
We will discuss many topics contained in chapters 17 and 18 in our classroom meeting. Be prepared to discuss the following:
- The mobility of labor.
- Immigrant labor in the United States and European countries.
- Labor unions outside of the United States.
- The Global Debate (page 441) – “Are Women Appropriate for International Assignments?” Should ICs select more women for expatriate assignments? Are there circumstances in which you believe that the use of women expatriates should be most strongly considered, or perhaps not considered at all?
- Expatriate compensation packages.
- Transfer pricing, hedging and translation exposure.

Discussion 8 – Global Debate
Read the “Global Debate” section on page 441 titled, “Are Women Appropriate for International Assignments?” What are some of the potential problems in selecting women for expatriate assignments? Is it better for companies to find solutions to these problems or simply avoid them entirely? How do American laws pertaining to equal rights apply in these situations? Write an 8-10 sentence paragraph summarizing your opinion using details from your text or your own research for support. Your initial post is due before our in-seat class.

When responding, you should respond to at least two classmates who posted on a different article summary from the one you posted on. All posts are due by 11:59 pm Saturday.

Final Exam
You will find the final exam in the Quizzes section of D2L and it will consist of multiple choice, true/false, short answer (50 questions at 2 points each), and essay questions (5 questions at 10 points each) covering chapters 10-18. The exam is not proctored and will be available to you beginning at 12:01 am Thursday and ending at 11:59 pm on Saturday of Week 8. You can have as many attempts as you feel necessary and your last attempt will be recorded in the grade book.

Course Policies

Student Conduct
All Columbia College students, whether enrolled in a land-based or online course, are responsible for behaving in a manner consistent with Columbia College’s Student Conduct Code and Acceptable Use Policy. Students violating these policies will be referred to the office of Student Affairs and/or the office of Academic Affairs for possible disciplinary action. The Student Code of Conduct and the Computer Use Policy for students can be found in the Columbia College Student Handbook. The Handbook is available online; you can also obtain a copy by calling the Student Affairs office (Campus
Life) at 573-875-7400. The teacher maintains the right to manage a positive learning environment, and all students must adhere to the conventions of online etiquette.

**Plagiarism**

Your grade will be based in large part on the originality of your ideas and your written presentation of these ideas. Presenting the words, ideas, or expression of another in any form as your own is plagiarism. Students who fail to properly give credit for information contained in their written work (papers, journals, exams, etc.) are violating the intellectual property rights of the original author. For proper citation of the original authors, you should reference the appropriate publication manual for your degree program or course (APA, MLA, etc.). Violations are taken seriously in higher education and may result in a failing grade on the assignment, a grade of "F" for the course, or dismissal from the College.

Collaboration conducted between students without prior permission from the instructor is considered plagiarism and will be treated as such. Spouses and roommates taking the same course should be particularly careful.

All required papers may be submitted for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers may be included in the Turnitin.com reference database for the purpose of detecting plagiarism. This service is subject to the Terms and Conditions of Use posted on the Turnitin.com site.

A plagiarism tutorial is located in the content area of the D2L website. Additionally, work that was completed in a prior course and submitted in the current course will not be accepted.

**Non-Discrimination**

There will be no discrimination on the basis of sex, race, color, national origin, sexual orientation, religion, ideology, political affiliation, veteran status, age, physical handicap, or marital status.

**Disability Services**

Students with documented disabilities who may need academic services for this course are required to register with the Coordinator for Disability Services at (573) 875-7626. Until the student has been cleared through the disability services office, accommodations do not have to be granted. If you are a student who has a documented disability, it is important for you to read the entire syllabus before enrolling in the course. The structure or the content of the course may make an accommodation not feasible.

**Attendance Policy**

Attendance for a week will be counted as having submitted a course assignment for which points have been earned during that week of the session or if the proctoring information has been submitted or the plagiarism quiz taken if there is no other assignment due that week. A class week is defined as the period of time between Monday and Sunday (except for Week 8, when the week ends in accordance with the campus end date). The course and system deadlines are all based on the Central Time Zone.

**Email**

All students are provided a CougarMail account when they enroll in classes at Columbia College. You are responsible for monitoring email from that account for important messages from the College and from your instructor. You may forward your Cougar email account to another account; however, the College cannot be held responsible for breaches in security or service interruptions with other email providers.
Students should use email for private messages to the instructor and other students. The class discussions are for public messages so the class members can each see what others have to say about any given topic and respond.

Late Assignment Policy

A hybrid class requires regular participation and a commitment to your instructor and your classmates to regularly engage in the reading, discussion and writing assignments. Although most of the communication for this course is asynchronous, you must be able to commit to the schedule of work for the class for the next eight weeks. You must keep up with the schedule of reading and writing to successfully complete the class.

Course Evaluation

You will have an opportunity to evaluate the course near the end of the session. Course evaluations will open on Sunday of Week 5 and will remain open until Thursday of Week 7. A link will be sent to your CougarMail that will allow you to access the evaluation. Be assured that the evaluations are anonymous and that your instructor will not be able to see them until after final grades are submitted.

Additional Resources

Orientation for New Students

This course is offered online, using course management software provided by Desire2Learn and Columbia College. The Student Manual provides details about taking an online course at Columbia College. You may also want to visit the course demonstration to view a sample course before this one opens.

Technical Support

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Helpdesk, or the D2L Helpdesk for assistance. Contact information is also available within the online course environment.

Online Tutoring

Smarthinking is a free online tutoring service available to all Columbia College students. Smarthinking provides real-time online tutoring and homework help for Math, English, and Writing. The Writing Center can be used for writing assistance in any course.

Smarthinking also provides access to live tutorials in writing and math, as well as a full range of study resources, including writing manuals, sample problems, and study skills manuals. You can access the service from wherever you have a Connection to the Internet. I encourage you to take advantage of this free service provided by the college.

Access Smarthinking through CougarTrack under Students->Academics->Academic Resources.