MGMT 361 (Hybrid)  
Human Resource Management  

Summer Session 14/15  
June 1 – July 25, 2015  

Course Description  
This course provides a thorough understanding of design, implementation, and administration of human resource management programs. Practices used in developing effective professional habits useful in dealing with executive responsibilities are also examined.  
Prerequisite: MGMT 150  

Class Day and Time: Thursday, 5:00 pm – 8:00 pm  
This is a hybrid course which is defined as an online course supported by a weekly in-seat class. Our class will consist 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  
Textbooks for the course may be ordered from MBS Direct:  
• online at http://direct.mbsbooks.com/columbia.htm  
• by phone at 800-325-3252  
For additional information about the bookstore, visit http://www.mbsbooks.com.  

Course Overview  
This course presents the fundamental elements of Human Resources. Issues affecting the management of personnel and productivity consist of the following: environment, employment, and development of employees, compensation, labor management accommodation, support, evaluations and international implications. To clarify how material relates to "real time" situations, students will examine and compare an organization or corporation to the professional perspective given in the text.
Productivity levels and individual and team capabilities are a primary focus in developing highly effective work teams. A significant part of the course will involve selecting an organization or company of the student’s choice and providing a consultant approach to improving productivity and Quality of Work Life.

Topics are introduced to develop creative thought processes for students to recommend solutions and provide justification for decisions to support improvement methods. Although our text will provide an important ratio of significant material, students are expected to share information, ideas, and web sites via posting to discussions. Discussions and Feedback Responses will be completed once per week minimum, with a requirement to post at least a 300 word discussion, regarding a topic or question for that period and 6 responses to fellow student discussions. Following each week’s study a quiz will be given to reinforce the information learned. A midterm and final test will evaluate the level of accumulated learning.

During the seventh week, students will provide a “consulting” report (Research Project) for their selected company. This report will reveal consultant findings and recommendations for identified problems within a selected company and are expected to reflect considerable effort and thought. It must be presented in a professional format.

Students will find themselves involved in reading text material and doing research, adding their postings to discussion questions, preparing responses or working on the consultant project due in the seventh week. Mindful of ethical standards, all members of the class will perform their own work, express their general observations and draw conclusions from the experience.

### 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

The main goal of this course is for students to understand the processes related to the design, implementation, and administration of human resource management programs.

### Measurable Learning Outcomes

By the end of this course, students should be able to:

- Understand the processes related to the design, implementation and administration of human resource management programs.
- Explain the role of a human resource manager
- Appraise the major Equal Opportunity laws
• Explain why job analysis is the cornerstone of EEO
• Evaluate employee testing and the selection process
• Explain the importance of training and development
• Differentiate between performance management and appraisal techniques.
• Explain elements of strategic pay plans
• Explain and contrast employee benefits and service plans

Grading

Grading Scale

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<thead>
<tr>
<th>Grade</th>
<th>Points</th>
<th>Percent</th>
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<tbody>
<tr>
<td>A</td>
<td>450 – 500</td>
<td>90-100%</td>
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<tr>
<td>B</td>
<td>400 – 449</td>
<td>80-89%</td>
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<td>C</td>
<td>350 – 399</td>
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Grade Weights

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<tr>
<td>In Class Activities</td>
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Schedule of Graded Assignments

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<th>Due In-Seat</th>
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<td>Introductions</td>
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### Assignment Overview

**Plagiarism Tutorial (Online)**

A tutorial on plagiarism and a quiz are required to be completed before any assignments can be accepted. The tutorial is located in the Content area and the quiz is in the Quizzes area.

**Readings (Before Class)**

All readings and lecture review should be completed prior to coming to the in-seat portion of class. I encourage you to take advantage of the self-study resources available in the course.

**Self-Guided Activities (Before Class)**

Each week you will have a list of required and recommended activities that will help you gain a higher understanding of what we are discussing in this course. Some of these activities will be discussed more intensely during the in-seat portion of this class. It is recommended that you review these resources prior to the in-seat portion of class so you can actively participate.

**In Class Activities**

You will also have in class participation as part of your in-seat portion of the hybrid. You should come prepared to the in-seat session ready to actively participate in all classroom discussions. In order to

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<th>Activity</th>
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<td>Final Exam</td>
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<td>Saturday</td>
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earn these points, you must attend the in-seat class. During our in-seat classes, we will cover topics through various activities which may include class discussion, active (hands-on) learning, group work, videos or Powerpoints. Student participation is essential and regular attendance is expected. The In Class preparation and participation will help you to better facilitate discussions, activities, and benefit your classmates. Your ideas and experiences will also be better understood by your classmates when you have taken the time to prepare your thoughts.

Discussions

Discussions are an integral part of this course and represent a significant portion of the final grade. Discussion activities are designed to help extend your learning into the real world and bridge the gap between theory and practice.

Discussion topics will be based on the chapter material defined in the weekly course schedule. You are encouraged to interact with your classmates in all discussions. Additional online discussion topics may be introduced as needed. Participation in all discussions will improve performance on exams and will be considered holistically by the instructor.

Online Discussions

Since this is a hybrid course, half of your discussion points will be awarded for your online discussion work and half will be awarded for your classroom discussion participation. You should read the requirements and do any required internet research necessary. Then prepare a well worded and thoughtful response to each question asked, relating your answer directly to the results of your research and the classroom discussion. Conventions of “netiquette” (online etiquette), which include courtesy to all users, will be observed online and the equivalent will be observed in the classroom setting. Your initial online discussion post is due by Sunday at 11:59 pm Central Time (CT).

You must respond to at least three other students by Sunday at 11:59 pm CT.

Research Project

During this course you will work towards the completion of a research project. You will select a business, corporation, or organization that can be actively observed and evaluated. You will gather information as necessary to complete the entire research project. A comprehensive evaluation of human resources and business practices is to be examined for the purpose of incorporation into the research project.

This project has three parts that must be completed.

Research Project Outline (Online)

To help guide you during this project you will develop outline. The outline should include:

- Part 1: Company Profile
- Part 2: Identified Problem Areas
- Part 3: Consultant Recommendations

The Research Project Outline must be submitted in the appropriate Dropbox folder by 11:59 pm CT on Sunday of Week 3.

Research Project Presentation (In Class)

During Week 7 you will present your findings to the class. Your presentation must between 5-7 minutes and cover all the areas listed in the outline provided during Week 3. Remember, you are becoming an expert advisor to your company for this project. Presenting your findings in a concise, factual manner is expected.
While visual aids may be used during your presentation, be careful not to fall into the PowerPoint trap of reading us your PowerPoint. Additional information regarding the presentation, including a scoring guide, can be found in the Content area.

Research Project Paper (Online)

You will become the Expert Adviser to Your Chosen Company. In so becoming the Project Consultant, you will want to prepare written reports of recommendations in specific areas that apply to your company, with an eye toward growing the business and meeting customer expectations. How can your recommendations enhance the image, morale, productivity, and value of your firm? These are the kinds of questions you will want to think about as you select and begin working on your project. There is a thin line between Management and Human Resource Management. Be cautious not to enter into the realms of overall Management. Keep your focus on HR.

Your formal paper regarding your research is due during Week 7. The paper must be a minimum of 1600 words in a format that follows your outline submitted in Week 3.

Using the Internet to reference related material is advised to expand understanding and research current available facts. Always hyperlink to the exact location being referenced to assist the instructor and other students in quickly finding and reviewing the reference being shared.

When you have completed your analysis of your business, submit your paper to the appropriate Dropbox folder by Wednesday at 11:59 pm CT of Week 7.

Quizzes (Online)

There will be a weekly quiz during this course. Each quiz will be composed of 20 multiple choice or true/false questions and is worth a total of 10 points. Quizzes are available through the Quizzes area. Quizzes are due no later than Sunday at 11:59 pm CT during the week assigned.

Exams (Online)

There will be a Midterm and Final Exam, each worth 50 points.

The Midterm Exam will be during Week 4 and will take place in the Quizzes area of D2L. The Midterm Exam must be completed by Sunday of Week 4 at 11:59 pm CT.

There will be a Final Exam during Week 8 and will take place in the Quizzes area of D2L. The Final Exam must be completed by Saturday of Week 8 at 11:59 pm CT.

Course Schedule


Readings (Before Class)

- Chapter 1
- Chapter 2

Self-Guided Activities (Before Class)

Take time to review the following resources prior to the in-seat portion of class.

- Familiarize yourself with your email program and electronic resources. Tour the college Web site -http://www.ccis.edu/online
- Review the Syllabus and Welcome Letter –complete acknowledgement in the Discussions area.
- Visit the textbook online learning center McGraw Hill
Visit the Content area of the course and familiarize yourself with the information that will be provided each week.

Provide an introduction in the Discussion area of D2L. Tell about yourself by sharing background, interests, and career plans and most importantly what you hope to learn from this course.

Review Rubrics/Scoring Guides for the course in the Content area.

**In Class Activities 1**
During the in-seat portion of the class, discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. We will also compare and contract various Human Resource Certifications that may interest you such as SHRM, IPMA HR. You must be in attendance to receive credit for this portion of the discussion.

**Online Discussion 1**
Your response to the following question must be a minimum of 300 words.

*In making the business case for work-life programs, what points would you emphasize and why?*

Your initial discussion post is due by **Sunday at 11:59 pm CT**. You should also respond to at least three other posts by **Sunday at 11:59 pm CT**.

**Plagiarism Tutorial and Plagiarism Tutorial Quiz (Online)**
A tutorial on plagiarism and a quiz are required to be completed before you complete any other assignments within the course. The Plagiarism Tutorial can be found in the Content area, while the Plagiarism Tutorial Quiz can be found in the Quizzes area.

The quiz must be completed by **Sunday at 11:59 pm CT**.

**Quiz 1 (Online)**
Your quiz will be 20 questions long (multiple choice or true/false). The questions will come from Chapters 1 and 2. You must complete the quiz by **Sunday at 11:59 pm CT**.

**Week 2: The Legal Context of Employment Decisions, Diversity in the Workplace, and Planning Methods**

**Readings (Before Class)**
- Chapter 3
- Chapter 4

**Self-Guided Activities (Before Class)**
- Visit the textbook online learning center [McGraw Hill](#)

**In Class Activities 2**
During the in-seat portion of the class, discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

**Online Discussion 2**
Your response to the following question must be a minimum of 300 words.

*Outline a brief personnel policy that an organization could adopt to protect itself from sexual harassment lawsuits. What should the policy include? Is there anything the policy doesn’t need to have that other sexual harassment policies might contain?*
Your initial discussion post is due by **Sunday at 11:59 pm CT**. You should also respond to at least three other posts by **Sunday at 11:59 pm CT**.

**Quiz 2 (Online)**
Your quiz will be 20 questions long (multiple choice or true/false). The questions will come from Chapters 3 and 4. You must complete the quiz by **Sunday at 11:59 pm CT**.

**Week 3: Analyzing Work and Planning for People**

**Readings (Before Class)**
- Chapter 5
- Chapter 6

**Self-Guided Activities (Before Class)**
- Visit the textbook online learning center [McGraw Hill](#)

**In Class Activities 3**
During the in-seat portion of the class, discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

**Online Discussion 3**
Your response to the following question must be a minimum of 300 words.

*Draft a recruitment ad for a trade journal to advertise a job opening at a company. Have a friend critique it, as well as - if possible- a knowledgeable HR professional from a local company. Summarize their suggestions for improvement and incorporate them into a final draft. Show both the original and final draft in your discussion.*

Your initial discussion post is due by **Sunday at 11:59 pm CT**. You should also respond to at least three other posts by **Sunday at 11:59 pm CT**.

**Research Project Outline (Online)**
An outline for your Research Project Presentation/Paper should be submitted to the appropriate Dropbox folder by **Sunday at 11:59 pm CT**.

**Quiz 3 (Online)**
Your quiz will be 20 questions long (multiple choice or true/false). The questions will come from Chapters 5 and 6. You must complete the quiz by **Sunday at 11:59 pm CT**.

**Week 4: Staffing and Workplace Training**

**Readings (Before Class)**
- Chapter 7
- Chapter 8

**Self-Guided Activities (Online)**
- Visit the textbook online learning center [McGraw Hill](#)

**In Class Activities 4**
During the in-seat portion of the class, discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.
Online Discussion 4

Your response to the following question must be a minimum of 300 words.

Think back to your first day on the most recent job you have held. What could the organization have done to hasten your socialization and your adjustment to the job? Is there anything that you were asked to do that you felt kept you from adjusting to the job?

Your initial discussion post is due by Sunday at 11:59 pm CT. You should also respond to at least three other posts by Sunday at 11:59 pm CT.

Quiz 4 (Online)

Your quiz will be 20 questions long (multiple choice or true/false). The questions will come from Chapters 7 and 8. You must complete the quiz by Sunday at 11:59 pm CT.

Midterm Exam (Online)

Your midterm exam will consist of 40 multiple-choice or true/false questions and four essay type questions. The exam will cover all the material covered in the first four weeks of class including Chapters 1 – 8.

Complete the Midterm Exam by Sunday at 11:59 pm CT.

Week 5: Performance Management and Managing Careers

Readings (Before Class)

- Chapter 9
- Chapter 10

Self-Guided Activities (Before Class)

- Visit the textbook online learning center McGraw Hill

In Class Activities 5

During the in-seat portion of the class, discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

Online Discussion 5

Your response to the following question must be a minimum of 300 words.

Develop a corporate policy that specifies how training, performance management and reward systems might integrate career-planning considerations. After posting your policy, make sure to review and critique others’ policies. How would you change their policies?

Your initial discussion post is due by Sunday at 11:59 pm CT. You should also respond to at least three other posts by Sunday at 11:59 pm CT.

Quiz 5 (Online)

Your quiz will be 20 questions long (multiple choice or true/false). The questions will come from Chapters 9 and 10. You must complete the quiz by Sunday at 11:59 pm CT.

Week 6: Pay Incentives Systems and Employee Benefit Plans

Readings (Before Class)

- Chapter 11
- Chapter 12
Self-Guided Activities (Before Class)

- Visit the textbook online learning center McGraw Hill
- Come to class with any questions you have regarding your Research Project Presentation or Paper. This project is due next week, so this will be your last chance to ask questions about it in person.

In Class Activities

During the in-seat portion of the class, discussion will focus on the topics from the readings and questions that you and your classmates have from the week's information. You must be in attendance to receive credit for this portion of the discussion.

Online Discussion 6

Your response to the following question must be a minimum of 300 words.

The new world of employee benefits is best described as “sharing costs, sharing risks.” Discuss the impact of that philosophy on the broad areas of health care and pensions.

Your initial discussion post is due by Sunday at 11:59 pm CT. You should also respond to at least three other posts by Sunday at 11:59 pm CT.

Quiz 6 (Online)

Your quiz will be 20 questions long (multiple choice or true/false). The questions will come from Chapters 11 and 12. You must complete the quiz by Sunday at 11:59 pm CT.

Week 7: Union Representation, Collective Bargaining, Procedural Justice, and Ethics in Employee Relations

Readings (Before Class)

- Chapter 13
- Chapter 14

Self-Guided Activities (Before Class)

- Visit the textbook online learning center McGraw Hill

In Class Activities 7

During the in-seat portion of the class, discussion will focus on the topics from the readings and questions that you and your classmates have from the week's information. You must be in attendance to receive credit for this portion of the discussion.

Online Discussion 7

Your response to the following question must be a minimum of 300 words.

Why is it in the best interests of management and labor to work together? Or is it? If not, explain why?

Your initial discussion post is due by Sunday at 11:59 pm CT. You should also respond to at least three other posts by Sunday at 11:59 pm CT.

Research Project Presentation (In Class)

You will present your findings to the class during a 5-7 minute presentation. Make sure to cover all areas submitted in your Week 3 outline.

The presentation scoring guide can be found in the Content area.
Research Project Paper (Online)
Submit your Research Project Paper to the appropriate Dropbox folder by Wednesday at 11:59 pm CT.

Quiz 7 (Online)
Your quiz will be 20 questions long (multiple choice or true/false). The questions will come from Chapters 13 and 14. You must complete the quiz by Sunday at 11:59 pm CT.

Week 8: Safety, Health, Employee Assistance Programs, and International Dimensions of Human Resource Management

Readings (Before Class)
- Chapter 15
- Chapter 16

Self-Guided Activities (Before Class)
- Visit the textbook online learning center McGraw Hill

In Class Activities 8
During the in-seat portion of the class, discussion will focus on the topics from the readings and questions that you and your classmates have from the week’s information. You must be in attendance to receive credit for this portion of the discussion.

Online Discussion 8
Your response to the following question must be a minimum of 300 words.
Discuss the relative effectiveness of engineering versus management controls to improve job safety and health? What do you believe can be done to improve effectiveness?

Your initial discussion post is due by Saturday at 11:59 pm CT. You should also respond to at least three other posts by Saturday at 11:59 pm CT.

Quiz 8 (Online)
Your quiz will be 20 questions long (multiple choice or true/false). The questions will come from Chapters 15 and 16. You must complete the quiz by Saturday at 11:59 pm CT.

Final Exam (Online)
Your Final Exam will cover Chapters 9 – 16. The exam is available online in the Quizzes area. You must complete the Final Exam by Saturday at 11:59 pm CT.

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 Cougar Mail 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.

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<tr>
<th><a href="mailto:CCHelpDesk@ccis.edu">CCHelpDesk@ccis.edu</a></th>
<th><a href="mailto:helpdesk@desire2learn.com">helpdesk@desire2learn.com</a></th>
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<tr>
<td>800-231-2391 ex. 4357</td>
<td>877-325-7778</td>
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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.