MGMT 360 (Hybrid)
Organizational Theory

Early Fall 15/11
August 17 – October 10, 2015

Course Description

Examination of the foundations, theories, models, and literature for designing effective organizations. Extensive library research and case-work is required.

Prerequisite: MGMT 330 – Principles of Management

Class Day and Time: Monday 5:30pm – 8:30pm

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](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

The primary objective of this course is for the student to gain an understanding of basic organizational theory while developing managerial tools necessary to be effective in the modern world of work. The readings will provide a foundation for the development of knowledge of organizational structure and design, the organizational environment, managerial challenges, and the processes that are evident in
twenty-first century organizational cultures. During the course it will be apparent to the student where MGMT 360 fits into the overall business administration curriculum. Through individual research, students will be exposed to the professional literature in the field of business and organizational theory. The course will provide the student an opportunity to develop enhanced knowledge and skills in four of the college’s lifelong learning goals: interdisciplinary study, multiculturalism, writing and critical thinking. These will be accomplished through weekly discussion of the chapter readings, reflection on and discussion of student research, feedback on student writing and an in-depth look at case studies in organizational theory.

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,
- The ability to watch an online video, such as on YouTube,
- Acrobat Reader, (most systems already have this installed, but if not, it is freely available at the Adobe website (http://www.adobe.com)
- 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

- Integrate new concepts and models from organization theory with changing events in the real world of organizations;
- Understand, diagnose, and respond to emerging organizational needs and problems;
- Apply a contingency approach to the management of real organizations;
- Demonstrate competency in critical thinking and written analysis and oral presentations on organizational theory cases; and
- Demonstrate sensitivity to the importance of business ethics and social responsiveness.

Measurable Learning Outcomes

- Explain contingency theory.
- Explain the change process and its effects on organizational structure and strategic decision-making.
- Prepare a written professional case analysis.
- Prepare and deliver a professional oral case presentation.
- Explain the major theories of business ethics.
## Grading

### Grading Scale

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
<th>Percent</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>675 - 750</td>
<td>90-100%</td>
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<tr>
<td>B</td>
<td>600 - 674</td>
<td>80-89%</td>
</tr>
<tr>
<td>C</td>
<td>525 - 599</td>
<td>70-79%</td>
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<tr>
<td>D</td>
<td>450 - 524</td>
<td>60-69%</td>
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<tr>
<td>F</td>
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### Grade Weights

<table>
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<tr>
<th>Assignment Category</th>
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<tbody>
<tr>
<td>Discussions (Online)</td>
<td>70</td>
<td>9%</td>
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<tr>
<td>Case Studies (In Class)</td>
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</tr>
<tr>
<td>Midterm Exam (Online)</td>
<td>100</td>
<td>13%</td>
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<td>Final Exam (Online)</td>
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<td>13%</td>
</tr>
<tr>
<td>Research Paper Topic (In Class)</td>
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<tr>
<td>Research Paper Outline (In Class)</td>
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<td>1%</td>
</tr>
<tr>
<td>Research Paper (Online)</td>
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<td>Research Presentation (In Class)</td>
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<td>Journal Article (In Class)</td>
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<td><strong>Total</strong></td>
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## Schedule of Graded Assignments

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<tr>
<th>Week</th>
<th>Assignment</th>
<th>Points</th>
<th>Due Online</th>
<th>Due In-Seat</th>
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<tbody>
<tr>
<td>1</td>
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<tr>
<td></td>
<td>Discussion 1</td>
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<td>Thursday/Sunday</td>
<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Discussion 2</td>
<td>5</td>
<td>Thursday/Sunday</td>
<td>In Class</td>
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<tr>
<td></td>
<td>Plagiarism Tutorial</td>
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<td>Sunday</td>
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<tr>
<td>2</td>
<td>Case Study 2</td>
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<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Journal Article*</td>
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<td>In Class</td>
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<td></td>
<td>Discussion 3</td>
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<td>Thursday/Sunday</td>
<td>In Class</td>
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<td></td>
<td>Discussion 4</td>
<td>5</td>
<td>Thursday/Sunday</td>
<td>In Class</td>
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<tr>
<td>3</td>
<td>Case Study 3</td>
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<td>In Class</td>
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<td></td>
<td>Discussion 5</td>
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<td>Thursday/Sunday</td>
<td>In Class</td>
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<td></td>
<td>Discussion 6</td>
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<td>Thursday/Sunday</td>
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<td></td>
<td>Discussion 7</td>
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<td></td>
<td>Discussion 8</td>
<td>5</td>
<td>Thursday/Sunday</td>
<td>In Class</td>
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<td></td>
<td>Midterm Exam</td>
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<td>Sunday</td>
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<tr>
<td>5</td>
<td>Case Study 5</td>
<td>25</td>
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<td>In Class</td>
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<tr>
<td></td>
<td>Research Paper Outline</td>
<td>5</td>
<td></td>
<td>In Class</td>
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<tr>
<td>Week</td>
<td>Assignment</td>
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<td>6</td>
<td>Case Study 6</td>
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<td></td>
<td>Discussion 11</td>
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<td>Discussion 12</td>
<td>5</td>
<td>Thursday/Sunday</td>
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<td>7</td>
<td>Case Study 7</td>
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<td></td>
<td>Research Paper Presentation</td>
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<td></td>
<td>Discussion 13</td>
<td>5</td>
<td>Thursday/Sunday</td>
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<td></td>
<td>Discussion 14</td>
<td>5</td>
<td>Thursday/Sunday</td>
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<td></td>
<td>Research Paper</td>
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<td>Sunday</td>
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<td>8</td>
<td>Case Study 8</td>
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<td>In Class</td>
<td></td>
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<tr>
<td></td>
<td>Final Exam</td>
<td>100</td>
<td>Saturday</td>
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</table>

* Journal Article Presentations will begin during Week 2, however, you may not present your article until Week 8. You will select which week you present during the In Class session during Week 2.

**Assignment Overview**

**Readings (Before Class)**

All readings and lectures review should be completed prior to coming to the in-seat portion of class. You should utilize the information from the readings and incorporate it into all assignments within the course.

**Plagiarism Tutorial and Quiz (Online)**

This tutorial and quiz is required, it is highly recommended that you take time to review plagiarism tutorial and quiz in Week 1. **You must score 100% on the quiz** before you will be allowed to submit your Research Paper.

The Plagiarism Tutorial is located in the Content area, while the Plagiarism Quiz is located in the Quizzes area.

**Case Studies (In Class)**

Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

You will provide a written response to each case study, then we will discuss them in small groups and as a whole class. Criteria for scoring these case studies can be found in the Content area.
Discussions (Online)

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 Discussions and Quizzes.

I am looking for your ability to think through the concepts, demonstrate application, and apply critical thinking skills in a written format. I encourage you to do the following when composing your initial response and responding to your classmates.

- Define any and all concepts addressed in the chapter questions;
- Reference the text readings and appropriate citations of sources, following general APA / MLA style guide.
- Demonstrate your understanding of the concepts and ideas presented and application of critical thinking skills.
- An example or illustration. Consider using in-chapter cases or an organization (firm) that you are familiar with to relate to the readings and concepts.

You are expected to read the posts of their fellow classmates and respond to at least two other student postings each week. Simply rephrasing another student’s post is not acceptable. Brief one-line responses such as "Good point, I agree." will not count for points. Your comments should contribute an idea or relevant point of their own.

Discussion postings should be intelligible and effectively communicate the student’s idea(s). Please pay attention to use of capitalizations, misspellings, incomplete sentences, and other violations of grammatical rules. In addition, disagreement is part of discussing some topics, however, we will all adhere to using the conventions of “netiquette” (online etiquette), when conversing in the Discussion area.

Your Initial Post is due by 11:59 pm Central Time (CT) on Thursday. You must respond to at least two other students by 11:59 pm CT on Sunday.

Journal Article Review Presentation (In Class)

Each of you will introduce a current event topic (journal article) in organizational theory during the course. You will be assigned a specific week to present your topic. The focus of this assignment is to expose you to important literature in the field. A list of articles can be found in the course Content area. You will select which week you will present during the In Class session during Week 2.

You will have 2 – 3 minutes to present your article review. Your review should concisely evaluate the article and what you learned from the article. Classmates will be given the opportunity to ask questions following your presentation.

Research Paper (In Class and Online)

The Research Paper will cover a current topic in organizational theory. The intent of this writing assignment is to familiarize you with the literature in the field of organizational theory. A good place to look for potential topics is the chapter titles of the textbook. The paper should focus on a narrow topic because of the length of the paper.

Your Research Paper is broken into three distinct parts for grading.

- Topic (In Class) for 5 pts.
• Outline (In Class) for 5 pts.
• Paper (Online) for 150 pts.

In addition to writing your paper, you will provide a 5 – 7 minute presentation on your findings. This presentation will be worth 40 pts. All students will give their presentation starting Week 7. Depending on the size of the class, we may have to carry some of the presentations over to Week 8.

You can find more details regarding this paper in the Content area of our course. You must submit your Final Paper to the appropriate Dropbox folder by **11:59 pm CT on Sunday of Week 7**.

**Midterm and Final Exams (Online)**

There will be a Midterm and a Final Exam, each worth 100 points. Each exam will contain 50 True/False and Multiple Choice questions.

The Midterm Exam will cover chapters 1 through 8 from our textbook. It must be submitted by **11:59 pm CT on Sunday of Week 4**.

The Final Exam will cover chapters 9 through 14 from our textbook. It must be submitted by **11:59 pm CT on Sunday of Week 8**.

**Course Schedule**

**Week 1: Organizational Theory**

**Readings (Before Class)**

• Chapter 1: Organizations and Organizational Effectiveness
• Chapter 2: Stakeholders, Managers, and Ethics

**Case Study 1 (In Class)**

Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

I will provide you the Case Study during the In Class session.

**Plagiarism Tutorial and Quiz (Online)**

This tutorial and quiz is required, it is highly recommended that you take time to review the plagiarism tutorial and quiz in Week 1. **You must score 100% on the quiz** before you will be allowed to submit your Research Paper.

The Plagiarism Tutorial is located in the Content area, while the Plagiarism Quiz is located in the Quizzes area.

**Discussion 1 (Online)**

The subject of this textbook is organizational theory. What do you think should be the relationship between theory and managerial practice (what managers do)? How do you think a thorough knowledge of organization theory would help today's managers do a better job?

Your initial discussion response is due by **11:59 pm CT on Thursday**. Your response to at least two classmates' posts is due by **11:59 pm CT on Sunday**.

**Discussion 2 (Online)**

How can you use agency theory to describe basic human nature? How does this basic human nature contribute to problems within organizations? What is the agency problem?
Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

**Week 2: The Global Environment**

**Readings (Before Class)**
- Chapter 3: Organizing in a Changing Global Environment
- Chapter 4: Basic Challenges of Organizational Design

**Case Study 2 (In Class)**
Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

I will provide you the Case Study during the In Class session.

**Journal Article Reviews (In Class)**
We will start Journal Article Reviews this week. If you were assigned to present your article during Week 2, you will obtain the article from the Columbia College online Library or a library of your choice; write a synopsis of the article, submit the synopsis to the Dropbox by 11:59 pm CT of the assigned week.

In addition, please be prepared to present your review during the In Class session.

**Discussion 3 (Online)**
Identify one typical local business in your community (e.g. fast food, computer retail, or bank) and describe fully the environment that this local business might face. Why is it important for managers to be aware of that environment?

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

**Discussion 4 (Online)**
Distinguish between a mechanistic and an organic structure. When would you suggest that each be used? Can they be used together in the same organization? How might these prototypes be affected by non-structural means for integration? Explain.

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

**Week 3: Bureaucracy**

**Readings (Before Class)**
- Chapter 5: Designing Organizational Structure: Authority and Control
- Chapter 6: Designing Organizational Structure: Specialization and Coordination

**Case Study 3 (In Class)**
Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

I will provide you the Case Study during the In Class session.
Research Paper Topic (In Class)
Be prepared to discuss the topic of your Research Paper during the In Class session this week. I will need to approve your topic. If you have difficulty selecting a topic, I will be happy to help you select a topic.

Discussion 5 (Online)
When does bureaucracy become a problem in an organization? What can managers do to prevent bureaucratic problems from arising? Explain.

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

Discussion 6 (Online)
What kind of structure does your organization have? Why does the company use this kind of structure? Provide a brief account of the advantages/disadvantages associated with this structure for your organization.

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

Week 4: Organizational Culture

Readings (Before Class)
- Chapter 7: Creating and Managing Organizational Culture
- Chapter 8: Organizational Design and Strategy in a Changing Global Environment

Case Study 4 (In Class)
Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

I will provide you the Case Study during the In Class session.

Discussion 7 (Online)
In what ways can organizational culture increase organizational effectiveness? Why is it important to obtain the right fit between organizational structure and culture?

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

Discussion 8 (Online)
In what ways do your organization's structure and culture match its strategy? Is there a good match? Explain.

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

Midterm Exam (Online)
The Midterm Exam is a 50-question exam. It will cover material included in the discussions, weekly assignments, and material from chapters 1-8 of the textbook.

The exam is available in the Quizzes area of our course and must be completed by 11:59 pm CT on Sunday.
Week 5: The Role of Technology in Organizational Change

Readings (Before Class)
- Chapter 9: Organizational Design, Competences, and Technology
- Chapter 10: Types and Forms of Organizational Change

Case Study 5 (In Class)
Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

I will provide you the Case Study during the In Class session.

Research Paper Outline (In Class)
Be prepared to review the outline for your research paper during the In Class session. Your outline should include a high-level overview of the paper, along with three to four references. Outlines must be refer to the research paper assignment in the course Content area for more information.

Discussion 9 (Online)
The technological imperative suggests that technology drives structure. What does this mean? Why and how does technology drive structure? Most large organizations employ not one technology, but many technologies. What might be the implications for organization theory and management practice?

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

Discussion 10 (Online)
Why and how does change pose a dilemma to organizations? What do you think are the likely consequences for an organization that does not change? What is organizational development? What is its goal? Explain.

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.

Week 6: The Transformational Process

Readings (Before Class)
- Chapter 11: Organizational Transformations: Birth, Growth, Decline, and Death
- Chapter 12: Decision Making, Learning, Knowledge, Management, and Information Technology

Case Study 6 (In Class)
Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

I will provide you the Case Study during the In Class session.

Discussion 11 (Online)
Must all organizations either grow or die? Is growth always good? What can happen to the culture of a growing organization? A declining one? Explain.

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates’ posts is due by 11:59 pm CT on Sunday.
Discussion 12 (Online)

What are the key assumptions of the rational economic decision-making model? Are they reasonable assumptions in the typical organizational context? Why does bounded rationality plague most organizational decisions? What are the consequences of bounded rationality decisions?

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates' posts is due by 11:59 pm CT on Sunday.

Week 7: Organizational Politics

Readings (Before Class)

- Chapter 13: Innovation, Intrapreneurship, and Creativity
- Chapter 14: Managing Conflict, Power, and Politics

Case Study 7 (In Class)

Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

I will provide you the Case Study during the In Class session.

Discussion 13 (Online)

What is the relationship among creativity, intrapreneurship, and innovation? Explain.

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates' posts is due by 11:59 pm CT on Sunday.

Discussion 14 (Online)

Why and under what conditions can conflict be good or bad for an organization? Why is it important to maintain a balance of power between different groups of organizational stakeholders?

Your initial discussion response is due by 11:59 pm CT on Thursday. Your response to at least two classmates' posts is due by 11:59 pm CT on Sunday.

Research Paper (Online)

Your Research Paper provides you with the opportunity to develop research and writing skills as well as to synthesize knowledge about an issue from our course. Additional information, including the scoring guide, can be found in the content area.

The Research Paper must be submitted to the appropriate Dropbox folder by 11:59 pm CT on Sunday.

Research Paper Presentation (In Class)

Based on your Research Paper, you will give a 5 to 7 minute presentation to class on your findings. You may use visual aids if necessary, but you should be prepared to present during the Week 7 In Class session.

Week 8: Wrapping things up

Case Study 8 (In Class)

Case Studies will be conducted during our In Class sessions. I am looking for your ability to think through the concepts and issues, relate case facts with text concepts, demonstrate application, and apply critical thinking skills in a written and verbal format.

I will provide you the Case Study during the In Class session.
Final Exam (Online)

The Final Exam is a 50-question exam. The exam will cover material included in the discussions, weekly assignments, and material from chapters 9-14 of the textbook.

The exam is available in the Quizzes area of our course and must be completed by **11:59 pm CT on Saturday**.

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 and the course will end on Saturday at midnight). 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. 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.

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.