MGMT 375 (Hybrid)
Labor Relations

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

Course Description
Study of management approaches to collective labor agreements. Extensive study of negotiation, grievances and agreement administration.

Prerequisite: MGMT 361

Class Day and Time: Monday 6:00 – 9:00 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 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
Material in this course is presented from an unbiased perspective so that students will develop a neutral understanding of the history of collective bargaining, when there is a need for representation, the legislation supporting the process, and the philosophical positions of unions and employers. The student should, upon completion, be able to view employer - union relationship from a scholarly perspective regardless of their personal experience and/or beliefs. Each week we will cover different aspects of the labor relations process.
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.
- Microsoft Word Document 2007 (.docx) format must be used.

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

Course Objectives

- To understand and appreciate union-management relationships.
- To review the history and legal basis of the labor relations process.
- To understand the rights and responsibilities of union and management.
- To examine the negotiation process.
- To understand how labor agreements are administered.
- To examine the potential outcomes of the labor relations process and collective bargaining issues.
- To apply the labor relations process to different labor relations systems.

Measurable Learning Outcomes

- Describe the labor relations process.
- Describe the union-management relationship and the role of the union in labor relations.
- Identify the rights and responsibilities of union and management in the labor relations process.
- Discuss the historical development of organized and unorganized labor.
- Describe the development of labor law and the nature of contemporary labor-related regulatory agencies.
- Describe the factors affecting labor relations organizing campaigns.
- Discuss the contemporary social environment for bargaining.
- Describe wages, benefits and non-wage issues in bargaining.
- Discuss the nature of negotiations and factors affecting them.
- Describe the nature of negotiation impasses and their resolution.
- Identify strategies for labor-union-management-government cooperation.
- Describe the application of the labor relations process to different labor relations systems.
- Explain the differences between public and private sector labor relations.
- Understand how the National Labor Relations Board is expanding into non-union workplaces.
## Grading

### Grading Scale

<table>
<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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<tr>
<td>C</td>
<td>350 – 399</td>
<td>70-79%</td>
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<tr>
<td>D</td>
<td>300 – 349</td>
<td>60-69%</td>
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<tr>
<td>F</td>
<td>0 – 299</td>
<td>0-59%</td>
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### Grade Weights

<table>
<thead>
<tr>
<th>Assignment Category</th>
<th>Points</th>
<th>Percent</th>
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<tbody>
<tr>
<td>Discussions (In Class)</td>
<td>30</td>
<td>6%</td>
</tr>
<tr>
<td>Dropbox Homework (Online)</td>
<td>25</td>
<td>5%</td>
</tr>
<tr>
<td>Case Problems (In Class)</td>
<td>70</td>
<td>14%</td>
</tr>
<tr>
<td>Quizzes (Online)</td>
<td>300</td>
<td>60%</td>
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<tr>
<td>Final Exam (In Class)</td>
<td>75</td>
<td>15%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>500</strong></td>
<td><strong>100%</strong></td>
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### Schedule of Graded Assignments

<table>
<thead>
<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>
<td>Case Problem 1</td>
<td>10</td>
<td></td>
<td>In Class</td>
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<tr>
<td></td>
<td>Quiz 1</td>
<td>40</td>
<td>Sunday</td>
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<tr>
<td></td>
<td>Discussion Introductions</td>
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<tr>
<td>2</td>
<td>Discussion 2</td>
<td>5</td>
<td>Sunday</td>
<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Case Problem 2</td>
<td>10</td>
<td></td>
<td>In Class</td>
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<tr>
<td></td>
<td>Dropbox 1</td>
<td>5</td>
<td>Sunday</td>
<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Quiz 2</td>
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<td>In Class</td>
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<tr>
<td>3</td>
<td>Discussion 3</td>
<td>5</td>
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<td></td>
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<td>4</td>
<td>Discussion 4</td>
<td>5</td>
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<tr>
<td>5</td>
<td>Discussion 5</td>
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<tr>
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<td>Case Problem 5</td>
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<td></td>
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<td>Sunday</td>
<td>In Class</td>
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<tr>
<td></td>
<td>Quiz 5</td>
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<td>In Class</td>
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<tr>
<td>6</td>
<td>Discussion 6</td>
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<td>In Class</td>
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<td>Case Problem 6</td>
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<td>In Class</td>
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<td></td>
<td>Quiz 6</td>
<td>40</td>
<td></td>
<td>Sunday</td>
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Assignment Overview

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.

You should utilize the information from the readings and incorporate it into all assignments within the course.

Personal Activities (Before Class)

Throughout the course you will have the opportunity to complete a set of Personal Activities. These activities are designed to help reinforce the content covered in the weekly readings. While these activities are not graded, they are highly encouraged to assist you with understanding the weekly information.

Virtual Tours (Before Class)

Addition to the weekly readings, you are encouraged to also complete the Virtual Tours located within the Content area of each week. These Virtual Tours will ask you to explore various websites that relate to that week's topics. These Virtual Tours are not graded, however, reviewing these websites will strengthen your knowledge prior to the In Class discussions, Quizzes, and Final Exam.

If you find that a link is not working, please contact me to I can remedy the issue.

Dropbox (Online)

Dropbox assignments are due by 11:59 pm MT on Sunday each week except week eight when they are due Saturday by 11:59 pm MT. Dropbox assignments submitted after the day they are due will not receive more than 50% of the total points for the assignment. Late assignments of more than three days will receive 0% of the assignment points.

Quizzes (Online)

Quizzes will be completed online in the D2L portion of this course. Each quiz is 10 – 20 multiple-choice questions and will cover that week’s information from the assigned readings. Make-up examinations are not allowed. There are no study guides provided for the Quizzes.
Discussions (In Class)

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 homework and the Final Exam.

Disagreement can be healthy, but only if it’s done tactfully and constructively. Conventions of professional etiquette, which include courtesy to all students, will be observed online and the equivalent will be observed in the classroom setting. Offensive, inflammatory wording and personal attacks will not be tolerated. In a diverse population as these classes are, we cannot force our personal values and beliefs on others. Civility and sensitivity are expected in all our communications.

All graded discussions will take place during the In Class portion of this course, therefore, you must be present at the In Class session to earn these points. This In Class Discussions will vary from whole class discussions to small group discussions depending on the topic. The topics will center on your weekly readings, so it is imperative that you complete your weekly reading before each In Class session.

Case Problems (In Class)

During Weeks 1 – 7, you will analyze one Case Problem from your textbook. This is an opportunity for you to utilize your newly-gained knowledge to solve real-world problems. For each Case Problem, you will need to read and analyze the case study. Then, you will write a formal recommendation (paper) to resolve the case. Your paper should show original thinking based on analysis of the Case Problem, as well as the use of solutions and terminology found in our course studies. Pictures, charts and graphs are often helpful in conveying your solution.

You should use several reference sources, which should be listed. Additional “Case Analysis Guidelines” are provided in the Content area. These guidelines are intended to be a springboard for more extensive analysis and not a template whereby you fill in the blanks. Because of the number of potential points involved, you may want to review the optional Grading Review that will be posted in the Content area and is available any time upon request.

Case Problem responses are due prior to leaving the In Class session for that week.

Final Exam (In Class)

The Final Exam will require an essay response to general subtopics (chapters) within each of the four Parts that your text identifies. Your responses will be judged on quantity, quality and relevance to what we have studied. Format, grammar, spelling, sentence structure, terminology, etc. will all be considered when determining your exam grade. The total paper should be in the range of 7 double spaced pages.

The Final Exam will be given in the final In Class session of this course.

Course Schedule

Week 1

Readings (Before Class)

- Chapter 1
- Chapter 2
Personal Activity (Before Class)
In this first week become familiar with the "tools" of online distance education format. Peruse your textbook. Be familiar with the layout of Chapters, Parts, Labor Relations in Action Features, the Discussion Questions, and Case Problems. (This Personal Activity is not graded)

Virtual Tour (Before Class)
Take a Short History of American Labor by doing a search of "American Labor Union history." Randomly browse the link to union history. You may want to choose other sites of interest to you by using a search title of your choosing. Click on History of American Labor to access the website. (Not graded)

Discussion 1 – Introductions (Online and In Class)
Introduce yourself in the "introductions" topic of our course’s Discussion area, which is our "virtual classroom." Please give us more than your name. Include your work activities, hobbies, interest in Labor Relations, and any other information that can help us get to know you. Post your Introduction in the Discussion area.

Case Problem 1 (In Class)
During the In Class portion this week you will be asked to analyze a case study on the topics from the readings. These case problems can be found in the textbook and will be assigned during the In Class session.

Your written response should reflect an understanding of the material studies in Chapters 1 – 2. For additional information regarding how this activity will be assessed, consult the Analysis Guidelines in the Content area of D2L.

You must submit your response to me prior to leaving the In Class session.

Quiz 1 (Online)
You will complete the weekly multiple choice quiz in the Quizzes area of D2L. The quiz will consist of 20 questions total. This week the quiz will cover Chapters 1 and 2.

Week 2

Readings (Before Class)
• Chapter 3
• Chapter 4

Personal Activity (Before Class)
Based on the class member introductions, contact other class members who share similar study interest with you for possible collaboration on future studies and/or analysis. (Not graded)

Virtual Tour (Before Class)
Go to the website National Right to Work Legal Defense Foundation and read an article of your choice. Click this link to go to the website. (Not graded)

Discussion 2 (In Class)
This first discussion is to formulate a brief paragraph arguing for or against the Right-To-Work philosophy. Fully defend your statement from arguments that could be made against your position.

Post your responses in the Discussion area and reply to other students’ postings as you choose. For each discussions assignment the Instructor’s feedback will be posted on the Announcement page at the end of each week or the beginning of the following week.

Case Problem 2 (In Class)
During the In Class portion this week you will be asked to analyze a case study on the topics from the readings. These case problems can be found in the textbook and will be assigned during the In Class session.

Your written response should reflect an understanding of the material studies in Chapters 3 – 4. For additional information regarding how this activity will be assessed, consult the Analysis Guidelines in the Content area of D2L.

You must submit your response to me prior to leaving the In Class session.

Dropbox 1 (Online)
Refer to the: “Contents in Brief” in the front of your text, and of the 14 topics (Chapters), tell me which 3 are of the most interest to you and which 3 hold the least interest.

Quiz 2 (Online)
You will complete the weekly multiple choice quiz in the Quizzes area of D2L. The quiz will consist of 20 questions total. This week the quiz will cover Chapters 3 and 4.

Week 3
Readings (Before Class)
- Chapter 5
- Chapter 6

Virtual Tour (Before Class)
Go to the website for the National Labor Relations Board to see its current organization, rules and regulations, decisions, and manuals. Click on this link to go to the website. National Labor Relations Board (Not graded)

Discussion 3 (In Class)
In this week's discussion we discuss the reasons why employees become members of unions and the means used by union organizers to meet these needs. Post your responses in the Discussion area.

Case Problem 3 (In Class)
During the In Class portion this week you will be asked to analyze a case study on the topics from the readings. These case problems can be found in the textbook and will be assigned during the In Class session.

Your written response should reflect an understanding of the material studies in Chapters 5 – 6. For additional information regarding how this activity will be assessed, consult the Analysis Guidelines in the Content area of D2L.

You must submit your response to me prior to leaving the In Class session.

Dropbox 2 (Online)
Analyze Exhibit 5.10 in Chapter 5, which is an example of a handbill, and identify the main themes of this handbill and how they might differ from the union themes in the early days of union development. Return your thoughts to the Dropbox.

Quiz 3 (Online)
You will complete the weekly multiple choice quiz in the Quizzes area of D2L. The quiz will consist of 20 questions total. This week the quiz will cover Chapters 5 and 6.
Week 4

Readings (Before Class)
- Chapter 7
- Chapter 8

Discussions Room Class Activity (Before Class)
Now that we are half way through our schedule, you may have study suggestions for other students based on what has worked for you and/or suggestions for the Instructor. Post your suggestions in the Discussions area. (Not graded)

Virtual Tour (Before Class)
One element of workplace economics is fair treatment and job equity. An important part of that is “comparable worth.” One review of this issue can be found at the following website: comparable worth
(Not graded)

Discussion 4 (In Class)
In this assignment you are to look at “High Performance Work Organization (HPWO) Partnership Principles” in Chapter 8 on page 339. Here you will see 9 guidelines as goals to strive for to establish a partnering relationship.

Rank each guideline from 1-5 based on what you think the probability for success is as a goal. Number 1 = the highest probability, 5 = the least, etc. Post your rankings in the Discussions area.

Case Problem 4 (In Class)
During the In Class portion this week you will be asked to analyze a case study on the topics from the readings. These case problems can be found in the textbook and will be assigned during the In Class session.

Your written response should reflect an understanding of the material studies in Chapters 7 – 8. For additional information regarding how this activity will be assessed, consult the Analysis Guidelines in the Content area of D2L.

You must submit your response to me prior to leaving the In Class session.

Quiz 4 (Online)
You will complete the weekly multiple choice quiz in the Quizzes area of D2L. The quiz will consist of 20 questions total. This week the quiz will cover Chapters 7 and 8.

Week 5

Readings (Before Class)
- Chapter 9
- Chapter 10

Virtual Tour (Before Class)
Title 29 is the section of the U.S. Code that contains Federal law on labor. Go to Cornell’s Legal Information Institute and for the following terms: picketing, strikes, advanced workplace practices. Click on the following link to access the website: Cornell’s Legal Information Institute (Not graded)
**Discussion 5 (In Class)**

In this discussion digest the following: “It appears that the balance in labor – management relations during labor disputes has shifted to management.” Assuming this statement is true, list factors to support this quote. Post your response in the Discussions area.

**Case Problem 5 (In Class)**

During the In Class portion this week you will be asked to analyze a case study on the topics from the readings. These case problems can be found in the textbook and will be assigned during the In Class session.

Your written response should reflect an understanding of the material studies in Chapters 9 – 10. For additional information regarding how this activity will be assessed, consult the Analysis Guidelines in the Content area of D2L.

You must submit your response to me **prior to leaving the In Class session**.

**Dropbox 3 (Online)**

Using “Labor Relations in Action” “Tough Contract Administration Questions” page 438 in Chapter 10, vote yes or no on each question the way you think it should be (no wrong answers) and I’ll summarize the class results.

**Quiz 5 (Online)**

You will complete the weekly multiple choice quiz in the Quizzes area of D2L. The quiz will consist of 20 questions total. This week the quiz will cover Chapters 9 and 10.

**Week 6**

**Readings (Before Class)**

- Chapter 11
- Chapter 12

**Virtual Tour (Before Class)**

Work rules established by management must be clear and understandable and communicated effectively to employees. Check the sites for work rules by doing a search of “Workplace work rules” for examples. Click on the following to access the website: [Workplace work rules](#) (Not graded)

**Discussion 6 (In Class)**

This week, profile a typical, not necessarily an actual member, of the National Academy of Arbitration and Arbitration Data. Make it look like a mini-job description. Use Exhibit 11.1 as a reference and supplement it with your own findings. Post your response in the Discussions area.

**Case Problem 6 (In Class)**

During the In Class portion this week you will be asked to analyze a case study on the topics from the readings. These case problems can be found in the textbook and will be assigned during the In Class session.

Your written response should reflect an understanding of the material studies in Chapters 11 – 12. For additional information regarding how this activity will be assessed, consult the Analysis Guidelines in the Content area of D2L.

You must submit your response to me **prior to leaving the In Class session**.

**Quiz 6 (Online)**

You will complete the weekly multiple choice quiz in the Quizzes area of D2L. The quiz will consist of 20 questions total. This week the quiz will cover Chapters 11 and 12.
Week 7

Readings (Before Class)

- Chapter 13
- NLRB General Counsel Memo GC 15-04

Virtual Tour (Before Class)

Visit the website for the National Labor Relations Board. Read GC 15-04 to get a feel for how the NLRB is expanding its jurisdiction into non-union environments. Click on the following to access the memo.

GC Memo (Not graded)

Discussion 7 (In Class)

Be prepared to discuss the role of unions in public sector employment within the context of the origins of the labor movement. Also prepare to discuss the role of the NLRB in non-union environments as outlined in GC 15-04. Post your response in the Discussions area.

Case Problem 7 (In Class)

During the In Class portion this week you will be asked to analyze a case study on the topics from the readings. These case problems can be found in the textbook and will be assigned during the In Class session.

Your written response should reflect an understanding of the material studies in Chapters 13 and GC 15-04. For additional information regarding how this activity will be assessed, consult the Analysis Guidelines in the Content area of D2L.

You must submit your response to me prior to leaving the In Class session.

Dropbox 4 (Online)

How does the reasoning of the NLRB impact non-union employees and their human resources professionals? How might non-union companies work towards compliance with labor laws that they might not be familiar with? Provide 2-3 ways in which the GC memo may impact a non-union employer. Return your answers to the Dropbox.

Quiz 7 (Online)

You will complete the weekly multiple choice quiz in the Quizzes area of D2L. The quiz will consist of 20 questions total. This week the quiz will cover Chapters 13 and the GC memo.

Week 8

Personal Activity (Before Class)

This is the last week and a good time to review the entire subject matter in anticipation of the comprehensive Final Exam. Peruse the text and reflect on your work of the past 7 weeks. You can now "think" and can "talk" in Labor Relations terms.

Be prepared to use your Labor Relations knowledge to respond with essay descriptions to topics (Chapters) within the four parts of your text.

Final Exam (In Class)

The Final Exam will require an essay response to general subtopics (chapters) within each of the four Parts that your text identifies. Your responses will be judged on quantity, quality and relevance to what we have studied. Format, grammar, spelling, sentence structure, terminology, etc. will all be considered when determining your exam grade. The total paper should be in the range of 7 double spaced pages.

Return your responses to the appropriate Dropbox folder no later than Saturday at 11:59 pm MT.
Dropbox 5 (Online)
Review your textbook and formulate three essay questions from three different chapters and provide the answers to these questions. Submit your response to the Dropbox as an Attachment.

Quiz 8 (Online)
The quiz consists of 10 multiple-choice questions on course terminology and will be taken in the Quizzes area of D2L. This quiz must be completed by 11:59 pm MT on Saturday of Week 8.

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.

| CCHelpDesk@ccis.edu | helpdesk@desire2learn.com |
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.