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| **utar** | **UNIVERSITI TUNKU ABDUL RAHMAN (UTAR)**  **FACULTY OF BUSINESS AND FINANCE (FBF)** |

# **Course Plan**

**Part A: Course Information**

|  |  |
| --- | --- |
| Course Code &  Course Title: | UBMM1011 Sun Zi’s Art of War and Business Strategies |
| Year of Study | All trimester |
| Credit Hour: | 1 |
| Lecturer: | Mr. Tee Chee Wee |
| Tutor: | - |
| Year and Trimester: | 2019 Jan Trimester |
| Synopsis: | Sun Wu, a famous ancient Chinese general wrote the classic work on military strategies – Art of War. His treatise shed light on military warfare. There are great similarities between military strategy and business strategy. Most of the classic intelligence of Sun Zi’s Art of War can be adapted in today’s business environment and technology practices in order to create a competitive advantage over the oppenents and to take advantage of the situation fully. |
| Course Learning Outcomes (CLO): | Course Outcomes  Upon completion of this course, a student shall be able to:   1. Identify the Sun Zi's Art of War's strategies and methods. 2. Demonstrate the applicability of Sun Zi's Art of War to modern business strategies and technology practices. |
| References: | *Main References:*   1. Wee, C. H. (2003). Sun Zi Art of War: An illustrated translation with Asian perspectives and insights. Singapore: Pearson/Prentice Hall. 2. Wee, C. H., Lee K. S., & Hidajat, B. W. (1991). Sun Tzu: War and management, application to strategic management and thinking. Singapore: Addison-Wesley Publishing Company.  |  | | --- | | *Additional Reference(s):*  3. Giles, L. (1910). Sun Tzu on the Art of War. Available at www.artofwarsuntzu.com | |  | |

**Part B: Constructive Alignment Table**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| No. | CLO | Programme Learning Outcomes (PLO) | Domain & Taxonomy Level | Delivery Methods | Assessment Methods & Mark Breakdown\* | |
| Test | Assignment |
| 50% | 50% |
| 1 | CLO1 | 1 | C2 | Lecture | √ |  |
| 2 | CLO2 | 6 | C4 | Lecture |  | √ |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Assessment Methods:   |  |  |  | | --- | --- | --- | | **No.** | **Continuous Assessment** | **Total** | | 1.  2. | Mid-Term Test (50 marks)  Group Assignment (100 marks) | 50%  50% | | **Total** | | **100%** | |
| **A. Mid-Term Test 50% (50 marks)**  The test will be conducted on **LAST CLASS**. The venue and date will be confirmed and announced during the lecture class. The test paper comprises 15 multiple choices questions and 4 short structure and essay questions.  **B. Group Assignment 50% (100 marks)**  Students are required to form group of **SIX (Max)**. Each group to choose a company, write a 3,500-4,000 words assignment on how the selected company applies Sun Zi’s Art of War (Theories were provided). The lecturer will explain to the students the expectations of the assignments and guide them accordingly.  **Instructions:**   * The assignment should be neatly typed in **Font size 12 Times New Roman** with **1.5 spacing** on A4 size papers. The content of the report should be between **3,500 – 4,000 words**. * The assignment must include a cover page as shown in **Appendix I**. * All pages in the written assignment should be numbered except for the cover page and the table of contents. * A copy of marking scheme (**Appendix II**) must be attached immediately after the cover page of the assignment. * The use of appropriate headings and sub-headings is a must. * Each group shall submit the assignment by **Week 6**, **21st January 2019 (Thursday)**, before **3:00 pm**. * Marks will be deducted for failure in complying with the instructions provided above.  |  |  |  | | --- | --- | --- | | **No.** | **Assessment** | **Marks** | | 1. | **Organization Background**   * Provide a brief description on your chosen company. | 8 | | 2. | **Organization Culture**  **Theory: Doctrine & Laws referring to the organization and control, management system and procedures and the command and control structure for the deployment of resources.**   * Discuss on how your chosen company apply this theory. | 15 | | 3. | **Leadership**  **Theory: The general is like the guardian of the nation. If the guardian is a thoughtful and detailed person, the nation will be strong and mighty. However, if the guardian is full with character flaw, the nation will be weak and vulnerable.**   * Discuss on how your chosen company’s CEO apply this theory. | 15 | | 4 | **The Power of Change**  **Theory: In conduct of war, there is no fixed situation and condition, just like water has no constant shape and configuration.**   * Discuss on how your chosen company applied the change theory and sustain in this competitive market. | 15 | | 5. | **Speed Strategy**  **Theory: In the war, it is better to go swift victories rather than engage in prolonged military campaigns.**   * Discuss on how your chosen company apply the speed concepts / strategies in their businesses. | 15 | | 6. | **Direct & Indirect Forces**  **Theory: In battle, use the direct force to engage the enemy and the indirect force to win**   * Discuss on how your chosen company apply the direct and indirect forces to compete with their competitors. | 15 | | 7. | **Conclusion**   * Summarize the report and explain what you have learned from this assignment. | 5 | | 8. | **Quality of the written assignment**   * Languages, grammar, references, word count, structure and layout. | 12 | |  | **Total Marks** | 100 |  |  |  | | --- | --- | | **No.** | **Companies List** | | 1 | Walmart | | 2 | Microsoft | | 3 | Apple Inc | | 4 | General Motors | | 5 | Alibaba Group Holdings | | 6 | Facebook | | 7 | Amazon.com | | 8 | Tencent Holdings | | 9 | Samsung Electronics | | 10 | ICBC | | 11 | Nestle | | 12 | Toyota Motor | | 13 | Oracle | | 14 | Coca-Cola | | 15 | Walt Disney | | 16 | Unilever | | 17 | McDonald’s | | 18 | General Electric | | 19 | Procter & Gamble | | 20 | Virgin Group |   **Binding Instructions:**  Just staples your assignment with **three staples** (do not use comb binding or tape binding) with two punched holes on the left margin of the assignment. Please **Do NOT** use plastic cover sheets when binding your assignment.  Late Submission Penalty Clause:  Deadline for submission of assessment item(s) is to be strictly adhered to. No extension of time will be allowed except in extenuating circumstances, e.g. medical reasons. Students who wish to apply for extension of time for submission of assessment item(s) after the due date shall put in writing the request together with validated documentary evidence to support the application to his/her class tutor. The lead lecturer may consider and grant such extension of due date for the assessment item(s) based on the tutor's recommendation.  Any assessment item required by the Coursework Assessment which is submitted after the due date, without an approved extension, will be penalized. A penalty of 10% reduction of the maximum mark applicable to the assessment item(s) will be levied for each day of late submission. Weekends and Public Holidays are counted as one (1) day late. Assessment item(s) submitted more than seven (7) days after the due date will be awarded with zero (0) marks.  **ACADEMIC REGULATIONS**  **Attendance**  Attendance at all lectures and tutorials is compulsory. Students must meet a satisfactory percentage of 80% for attendance. Students must give reasons for their absence by providing the supporting evidence(s) and apply for leave from the respective Head of Department within 3 working days. Poor attendance without any approved leave may prompt the faculty to take disciplinary action, which may include being barred from sitting for the final examination.  Poor attendance without any approved leave of absence may prompt the faculty to take disciplinary action, which may include failing the unit.  **Plagiarism** Plagiarism is defined as the submission or presentation of work, in any form, which is not one's own, without acknowledgment of the sources. If a student obtains information or ideas from an outside source, that source must be acknowledged. Another rule to follow is that any direct quotation must be placed in quotation marks and the source immediately cited.  Plagiarism is also defined as copy of all or part of the work of another student(s) of current or previous batch of this University or another higher learning institution. The University's degree and other academic awards are given in recognition of the candidate's personal achievement. Plagiarism is therefore considered as an act of academic fraudulence and as an offence against University discipline.  **Intellectual Property**  The University takes a strong stand against any illegal photocopying of textbooks and any other materials by students. Students are forewarned of the consequences and the penalty that may be meted out if they are "caught in the act".  **Mode of Referencing**  Students are advised to incorporate proper academic modes of referencing. The normally acceptable mode of academic referencing is the American Psychological Association (APA) system.  **Fieldwork Clause (where applicable)**  Students are reminded of the importance to consider their personal safety when conducting research in the field. You will be exposing yourself in new situations and meeting with people who are unknown to you. It is important that you are aware of potential dangers and take the necessary safety steps. You have to be extra careful and cautious if you are going to interview or conduct survey with small, unknown organizations or individuals 'on site'.  You should ensure you have the full details (full name, job title, organization name, address and telephone numbers) of anyone or organization you intend to conduct the field research. You should establish the credibility of these respondents before your groups visit them. The field research should be made in groups not alone. Leave word with your fellow classmates on your field visit (details of place, contact numbers, person you are interviewing or conducting survey with, expected time of return, etc). The field work should be at office hours. |

**Part C: Lecture, Tutorial/Practical and Assessment Plan**

| **Week** | **Lecture Topic** | **Tutorial/Practical Topic** | **Assessments / Specific Tasks** |
| --- | --- | --- | --- |
| 1 | Introduction  Topic 1: Detailed Assessment and Planning | NIL | ***Group Assignment***  Description  Write assignment between 3,500 – 4,000 words  Week 1 & 2  Registration of group assignment topic with the lecturer. |
| 2 | Topic 2: Waging War  Topic 3: Strategic Attack | NIL | ***Group Assignment***  Week 1 & 2  Registration of group assignment topic with the lecturer. |
| 3 | Topic 4: Disposition of the Army  Topic 5: Forces | NIL |  |
| 4 | Topic 6: Weaknesses and Strength  Topic 7: Military Manoeuvres | NIL |  |
| 5 | Topic 8: Variations and Adaptability  Topic 9: Movement and Deployment of Troops | NIL |  |
| 6 | Topic 10: Terrain  Topic 11: The Nine Battlegrounds | NIL | Submission of group assignment  Due date: 21/1/2019,before 3:00pm |
| 7 | Topic 12: Attacking with Fire  Topic 13: Intelligence and Espionage | NIL | Mid-Term Test   * 15 objective questions * 4 short structural & essay questions |

This Course Plan is:

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| --- | --- | --- |
| Prepared by:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (Name: Tee Chee Wee)    Course Coordinator | Moderated by:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (Name: Cheah Ching Mun)  Moderator | Approved by:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  (Name: Dr. Choong Yuen Onn, Alex )  Head of Department |
| Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**Note:** The information provided in this course plan is subject to change. Students will be notified in advance of any changes.

**Appendix I**

** UNIVERSITI TUNKU ABDUL RAHMAN**

**FACULTY OF BUSINESS AND FINANCE**

**ACADEMIC YEAR: 2018/2019**

**JAN 2019 TRIMESTER**

**UBMM1011 SUN ZI’S ART OF WAR AND BUSINESS STRATEGIES**

**GROUP Assignment cover Sheet**

Course details

Course : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Year and Trimester of study : 201901 / Jan 2019

Lecture Group : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Lecturer’s Name : Mr. Tee Chee Wee

Assignment Details

Selected Topic : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Company’s Name : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Due Date : Week 6, 21st January 2019 (Thursday), before 3:00pm

**Important Note : Submission of assignment is the responsibility of the students**

Students’ Detail

|  |  |  |
| --- | --- | --- |
| **No.** | **Name** | **Student ID No.** |
| 1. |  |  |
| 2. |  |  |
| 3. |  |  |
| 4. |  |  |
| 5. |  |  |
| 6. |  |  |

Assignment Overall Marks (100 Marks): \_\_\_\_\_\_\_\_\_\_\_\_ Marks.

** Appendix II**

**UNIVERSITI TUNKU ABDUL RAHMAN**

**FACULTY OF BUSINESS AND FINANCE**

**ACADEMIC YEAR: 2018/2019**

**JAN 2019 TRIMESTER**

**UBMM1011 SUN ZI’S ART OF WAR AND BUSINESS STRATEGIES**

**MARKING SCHEME FOR WRITTEN ASSIGNMENT**

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Assessment** | **Marks Allocation** | **Marks Given** |
| **1.** | **Organization Background**   * **Provide a brief description on selected company.** | **8** |  |
| **2.** | **Organization Culture**  **Theory: Doctrine & Laws referring to the organization and control, management system and procedures and the command and control structure for the deployment of resources.**   * **Discuss on how your chosen company apply this theory.** | **15** |  |
| **3.** | **Leadership**  **Theory: The general is like the guardian of the nation. If the guardian is a thoughtful and detailed person, the nation will be strong and mighty. However, if the guardian is full with character flaw, the nation will be weak and vulnerable.**   * **Discuss on how your chosen company’s CEO apply this theory.** | **15** |  |
| **4** | **The Power of Change**  **Theory: In conduct of war, there is no fixed situation and condition, just like water has no constant shape and configuration.**   * **Discuss on how your chosen company applied the change theory and sustain in this competitive market.** | **15** |  |
| **5.** | **Speed Strategy**  **Theory: In the war, it is better to go swift victories rather than engage in prolonged military campaigns.**   * **Discuss on how your chosen company apply the speed concepts / strategies in their businesses.** | **15** |  |
| **6.** | **Direct & Indirect Forces**  **Theory: In battle, use the direct force to engage the enemy and the indirect force to win**   * **Discuss on how your chosen company apply the direct and indirect forces to compete with their competitors.** | **15** |  |
| **7.** | **Conclusion**   * **Summarize the report and explain what you have learned from this assignment.** | **5** |  |
| **8.** | **Quality of the written assignment**   * **Languages, grammar, references, word count, structure and layout.** | **12** |  |
|  | **Total Marks** | **100** |  |

**Name of marker: Mr. Tee Chee Wee**

**Signature of marker: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Appendix III**

**A Simple Guide to APA Referencing**

**APA Referencing**

The referencing format for all student assignments and research reports is adapted from the American Psychological Association (APA) style. The following items show how various sources of information are referenced in the assignments or research reports.

1. Journal article with volume and issue numbers. Italicize the journal title and volume number.

Boyle, B. A. (1997). A multi-dimensional perspective on salesperson commitment. *Journal of Business& Industrial Marketing*, *12*(6), 354-367.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, *14*, 224-227.

1. Book, two authors.

Toller, M., & Fielding, J. (1998). *Global business for smaller companies*. Rocklin, CA: Prima Publishing.

1. Book, one author.

Sekaran, U. (2003). *Research methods for business: A skill building approach* (4th ed.). New York: John Wiley & Sons, Inc.

1. Brochure with corporate author.

BestTemp Staffing Services. (1997). *An employer’s guide to staffing services* (2nd ed.) [Brochure]. Denver: Author.

***Note:* when the author and publisher are identical, use the word “Author” as the name of the publisher**.

1. Brochure with a writer.

Lawrence, K. S. (1993). *Guidelines for reporting and writing about people with disabilities* (4th ed.) [Brochure]. New York: Research and Training Center on Independent Living.

1. Newspaper article, one author.

Standish, E. (1999, January 19). Global market crushes OPEC’s delicate balance of interest. *Wall Street Journal*, pp. A1, A3.

1. Newspaper article, no author:

Buying Asian supplies on the net. (1997, February 12). *Los Angeles Times*, pp. D3-D4.

1. Company annual report:

Mutual Bank. (1998). *Annual report*. Kajang, Selangor.

1. Magazine article:

Posner, M. I. (1993, October 29). Seeing the mind. *Science*, 262, 673-674.

1. Book, component part (Chapter in an edited book):

Kuntz, S. (1998). Moving beyond benefits. In Randolph Jacobson (Ed.), *Our changing workforce* (pp. 213-227). New York: Citadel Press.

1. Edited book:

Pennathur, A., Leong, F. T., & Schuster, K. (Eds). (1998). *Style and substance of thinking*. New York: Publishers Paradise.

1. Book, no author or editor:

*Merriam-Webster’s collegiate dictionary* (10th ed.). (1993). Springfiield, MA; Merriam-Webster.

1. Dissertation or thesis:

Morales, G. H. (1998). The economic pressures on industrialized nations in a global economy. (Doctoral dissertation, University of San Diego, 1998). D*issertation Abstracts International*, 52, 5436C-5437C.

Kiren, R. S. (1997). *Medical advances and quality of life*. Unpublished doctoral dissertation, Omaha State University.

Almeida, D. M. (1990). *Fathers’ participation in family work: Consequences for fathers’ stress and father-child relations*. Unpublished master’s thesis, University of Victoria, Victoria, British Columbia, Canada.

1. Unpublished paper presented at a meeting or conference:

Myers, C. (1998, August). *HMOs in today’s environment*. Paper presented at the Conference on Medical Insurance Solutions, Chicago, IL.

1. Proceedings published regularly:

Cynx, J., & Williams, H. (1992). Hemispheric differences in avian song discrimination. *Proceedings of the* *National Academy of Science*, *89*, 1372-1375.

1. Unpublished manuscript:

Pringle, P. S. (*1991*). *Training and development in the ‘90s*. Unpublished manuscript, Southern Illinois University, Diamondale, IL.

1. Article from a printed magazine, reproduced online:

Norwalk, P. (1999, July 17). Training managers to help employees accept change. *Business Line*. Retrieved June 17, 2001, from: http://www.busline.com/ news

**Note*:* Do not end a path statement with a period, because any stray punctuation in a path will hinder retrieval***.*

1. Article from an online magazine, no author listed:

Housing market fueled by rising consumer confidence, low rates. (2003, June 12). *Builder Online*. Retrieved August 11, 2004, from http://www.builder online.com/pages/builderonline/Story.nsp?story\_id

=39428052&ID=builderonline&scategory=Computers&type=news

1. Article from an online newspaper:

Zaino, J. S. (2003, June 12). Learning a little discipline. *Chronicle of Higher Education*. Retrieved September 10, 2003, from http://chronicle.com/jobs/ 2003/06/2003061201c.htm

1. Article from a printed journal, reproduced online:

Many articles online are the exact duplicates of their print versions. If the electronic form is identical to the printed version, add within brackets “Electronic version.” This allows you to omit the URL.

Bowler, D. M., & Thommen, E. (2000). Attribution of mechanical and social causality to animated displays by children with autism [Electronic version]. *Autism*, *4*, 147-171.

Add the URL and date of access if page numbers are not indicated. For example:

Chatterjee, S. R., & Pearson C. A. L. (2002). *Trust and managerial transition: Evidence from three small Asian economies*, 9(4). Retrieved August 30, 2003, from <http://proquest.umi.com/pqdweb?did>

=292172661&sid=1&Fmt =4&clientld=63520&RQT=309&VName=PQD

1. Information or article from an Web site:

Heathfield, S. M. (2005). *Leadership and sponsorship in action*. Retrieved June 23, 2004, from http://humanresources.about.com/cs/managementissues/ a/walktalk\_p.htm

Lowe, G. S., & Schellenberg, G. (2005). *Employees’ basic value proposition: Strong HR strategies must address work values*. Retrieved March 5, 2005, from http://[www.hr.monster.com/ hrreporter/hrstrategies/](http://www.hr.monster.com/%20hrreporter/hrstrategies/)

1. Information or article from an Web site with no author:

*The state of employee satisfaction*. (2004, January). Retrieved July 25, 2004, from <http://www.insightpulse.com/articles.cfm>

*Customer service culture and attitudes towards CRM in Europe*. (2005, January). Retrieved May 15, 2005, from http://www.crmguru.com/offers/papers/ salesforce\_emeareport.pdf

1. Online information or article from an Web site with no author and no copyright or publication date:

*Employee satisfaction survey items – Sample job satisfaction survey questions* (n.d.). Retrieved February 17, 2005, from http://employee-satisfaction. com/sample-survey-items.asp

**Notes:**

* 1. The APA style recommends listing only those works actually cited in the text, so you would not include works for background or for further reading in the references.
  2. DO NOT number the entries in the Reference section. All entries must be made in alphabetical order.
  3. References by the **same author** (or by the same two or more authors in the same order) with the same publication year are arranged alphabetically by the title (excluding A or The) that follows the date. Lowercase letters—a, b, c, and so on—are placed immediately after the year, within the parentheses.

Examples of Reference Entry:

Kaufman, J. R. (2001a). Control of …

Kaufman, J. R. (2001b). The roles of …

* 1. For **Malay names**:
     1. Enter a Malay name under the first element of his/her name unless it is known that he/she treats another element of his/her name as a surname. In that case, enter under the surname. For example, Sopiee is the surname and Norda is the given name,

Sopiee, N.

* + 1. If an abbreviation is used for a word denoting filial relationship, i.e., b. for bin, bt. for binti, follow the referencing style as above. For example, to reference Ali bin Adbullah and Nawah binti Ahamd,

` Adbullah, A. Ahamd, N.

* + 1. If a name does not have the word denoting filial relationship and you do not know which one is the surname, enter the name as found. For example,

Ismail Hussien

* + 1. Ignore the given title of honor, rank, or position. For example, to reference Haji Abdul Majid and Dato’ Sopiee Norda,

Abdul Majid (If you don’t know which one is the surname.)

Sopiee, N. (If Sopiee is the surname.)

* + 1. If the title of honor, rank, or position is hereditary, enter by the title fist and follow by the names found. For example, Ungku, Syed, Nik, and Wan.

Ungku Abdul Aziz Enter as Ungku Abdul Aziz if there is no surname

or if you don’t know which one is the

surname.

Syed Hassan Ali Enter as Ali, S. H. if Ali is the surname.

Nik Safiah Nik Karim Enter as Nik Karim, N. S. if Nik Karim is the surname.

Wan Ahmad Abdullah Enter as Abdullah, W. A, if Abdullah is the surname.

* 1. For **Chinese names**,
     + 1. Enter the surname first. For example, Wong Mei Mei,

Wong, M. M.

* + - 1. If a name contains both Chinese and non-Chinese given names, enter the initial of non-Chinese given name before that of the Chinese given name. For example, Johnny Chin Kai Wai and Thomas Lee Ah Beng,

Chin, J. K. W.

Lee, T. A. B.

* 1. For **Indian names**,
     1. If the name appears as Subramaniam Periasamy and Periasamy is the surname or family, enter as follows:

Periasamy, S.

* + 1. If the name appears as Subramaniam P., enter the same as follows:

Subramaniam P.

* + 1. If the name appears as S. Periasamy, enter the same as follows:

S. Periasamy

**CITATION IN THE TEXT**

1. **Personal communications** such as interviews, telephone conversations, e-mails, group discussion, messages from bulletin boards (electronic or white board), letters, and memos would not be listed in the reference list at all. Such citations would appear in the text only. Provide the date of the personal communication as exact as possible. For example:

Increasing the role of cable companies in the industry is high on the list of the company, Day Cable and Communications (Georgia Stainer, personal communication, March 2, 1999).

1. When a work has **more than two authors**, cite all authors the first time the reference occurs in the text. In subsequent citations, include only the surname of the first author followed by “et al.” (insert a period after “al”) and the year. For example,

**First citation in the text**:

Williams, Smith, Bradner, and Rosen (2000) found that …

**Subsequent citations in the text**:

According to Williams et al. (2000) …

1. For any work with **no author name** (such as online article, newspaper, or magazine article, or a chapter), cite it in the text with the first two or three words from the title and the year of publication. Use double quotation marks around the title and capitalize the first letter of each word. For example,

… (“Buying Asian Supplies,” 1997)

1. For works with **corporate authors**, the names of the corporate authors are usually spelled out each time they appear in a text citation. However, some corporate author names can be spelled out in full when it is first cited and then abbreviated thereafter. For example,

**Cited in full for all citations in the text**:

… (University of Michigan, 2003)

**First citation in the text**:

… (National Institute of Mental Health [NIMH], 2001)

**Subsequent text citation**:

… (NIMH, 2001)

1. To cite a specific part of a source as a **direct quotation**, indicate the page number of the source and abbreviate the word page (p.), in addition to the author’s name and year. For example,

“……” (Cheek & Burn, 2004, p. 332)

1. To cite **two or more works within the same parentheses**,
   * 1. If the works are of the same authors in the same order, arrange them by the year of publication.
     2. If the works are of different authors, arrange them in alphabetical order and separate them by semicolons. For example:

… (Edeline and Wrangler, 1995, 1998)

… (Balda, 1999; Kamar, 1996; Pepper & Jones, 2000)

1. For citation of a work discussed in a **secondary** **source**, you would give the secondary source in the reference list, and give a citation for the secondary source in the text. For example, if McClelland’s work is cited in Coltheart’s study and you did not read the work by McClelland, list the Coltheart’s reference in the References. In the text, use such citation as:

McClelland’s study (as cited in Coltheart, 1993) suggests that …

**Note**: Refer to the official web site of APA for more information.

<http://www.apastyle.org>

**Language Explained:**

CITING means formally recognizing, within your text, the resources from which you have obtained information.

BIBIOGRAPHY is the list of sources you have used.

REFERENCE is the detailed description of the item from which you have obtained your information and cited in the text.