**COURSE OUTLINE: BUSINESS STRATEGY- MG-480**

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| **Resource Persons:** | Mr. Kamran Hameed (Section A& B) |
| **Email:**  | Kamran.hameed@umt.edu.pk |
| **Contact Hours:** | 45 |
| **Office Address:** | Dean EnclaveExtension #: 3378 |
| **Programme:** | BBA |
| **Section:** | A & B |
| **Semester:** | Spring 2023 |
| **Course Pre-requisites:** | Introduction to Business (MG-111), Principles of Management (MG-120) |
| **Credit Hours:** | 3 |
| **Course Type:** | BBA Capstone Course |
| **Venue/Day/Time:** | Monday, Thursday, 02:00-05:00 p.m. |
| **Course URL (if any):** | Will be provided in class |

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| **Course Description:** |
| This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of organizations. The course is focused on the information, analyses, organizational processes, and skills and judgment managers must use to devise strategies, position their organizations, define firm boundaries and maximize long-term gains in the face of increasingly uncertain and competitive environment. Business Strategy is an integrative and interdisciplinary course. It takes a broad perspective of the environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and complex. The course draws on all the ideas, concepts, and theories from the functional courses such as Accounting, Economics, Finance, Marketing, Organizational Behavior, and Statistics. The key strategic business decisions of concern in this course involve defining firm capabilities and allocating critical resources in creating and defending competitive advantage over the medium- to long-term. |

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| **Course Teaching Methodology:** |
| 1. Interactive lecture.
2. Group project.
3. Guest speaker.
4. Video lesson.
5. Case Analysis.
6. Oral presentation.
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| **Program Objectives (POs):** |
| PO-1 | To develop effective Teamwork and Leadership Skills |
| PO-2 | To inculcate Critical Thinking and effective Decision-Making skills |
| PO-3 | To develop Effective Communication Skills |
| PO-4 | To polish Core Business Knowledge and Competence |
| PO-5 | To expose and inculcate Ethical Behavior and Social Responsibility |
| PO-6 | To provide real-life work experiences. |
| PO-7 | To provide global perspectives. |

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| **Program Learning Outcomes (PLOs):****After completing this degree program, students shall be able to:** |
|  | **Mapping the PLOs with POs** |
| PLO-1 | Work effectively in teams and understand group processes, leadership, conflict, power and culture in organization. | PO1, PO5, PO6 |
| PLO-2 | Use analytical and reflective thinking techniques. | PO2, PO4, PO6 |
| PLO-3 | Apply appropriate quantitative and qualitative techniques in solving business problems. | PO2, PO3, PO4, PO5, PO6 |
| PLO-4 | Draft effective business documents and prepare and deliver effective oral business presentations using the variety of appropriate technologies. | PO1, PO3, PO6 |
| PLO-5 | Demonstrate competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum. | PO4, PO5, PO6, PO7 |
| PLO-6 | Identify and analyze ethical conflicts and social responsibility issues involving different stakeholders. | PO5, PO6 |
| PLO-7 | Understand the dynamics of industry and understand business as an integrated system and apply strategic planning tools. | PO2, PO3, PO6 |
| PLO-8 | Identify and analyze relevant global factors that influence decision making in an international business setting. | PO6, PO7 |

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| **Course Objectives (COs)** |
| CO-1 | To introduce students to a holistic approach to see business issues comprehensively and use subject knowledge for effective decision-making. |
| CO-2 | To develop understanding of key concepts, frameworks, and tools in business strategy. |
| CO-3 | To provide a hands-on opportunity to deploy concepts and tools learnt. |
| CO-4 | To develop conceptual, diagnostic, and analytical skills to facilitate in strategy formulation, implementation, and control. |
| CO-5 | To sensitize students to ethical issues inherent in strategic decision-making. |

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| **Course Learning Outcomes (CLOs):****After completing this course, students shall be able to:** |
|  | **Mapping the CLOs with PLOs** |
| CLO-1 | Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision. | **PLO-2, PLO-7** |
| CLO-2 | Assess the relevant components of a company's external and internal environment. | **PLO-5,7,8** |
| CLO-3 | Appraise the resources and capabilities of the firm in terms of their ability to achieve sustainable competitive advantage and formulate strategies that leverage a firm’s core competencies. | **PLO-4, 7** |
| CLO-4 | Understand strategic concepts, frameworks, and tools. | **PLO-5,PLO7** |
| CLO-5 | Recognize ethical challenges in business strategy formulation and implementation. | **PLO2,PLO-6** |

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| **Assurance of Learning and Assessment Items:***Specify assessment items that will ensure student learning through application and achieve stated PLOs/COs/CLOs* |
| **Assessment Item** | **Application/Objectives****PLO/CO/CLO** |
| Class Participation | **PLOs 1 to 8/COs 1,2,3,5/CLOs 1,2,4,5** |
| Assignment/Quiz | **PLOs 1,2,4,5,6/CO 2/CLO-4** |
| Mid-term Exam | **A majority of all stated PLOs, COs, and CLOs** |
| Project | **PLOs 1,2,4,5,6,7,8/CO 2,4,5/CLOs 1,2,4,5** |
| Written Analysis of the Case (WAC) | **PLOs 1,2,3,4,6/COs 1-5/CLOs 1-5** |
| Final Exam | **A majority of all stated PLOs, COs, and CLOs** |

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| **Assessment Structure and Grading Policy** |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Class Participation | 10 | Interactive sessions; participation marked soon after the class |
| Quiz | 10 | 4 Quizzes |
| Assignments | 15 | 3 Assignments |
| Mid-term Exam | 15 | One-time Assessment |
| Project | 15 | Group Project Report and Presentation |
| Written Analysis of the Case | 10 | Written Analysis of the Case |
| Final Exam | 25 | One-time Assessment |
| **Total**  | **100** | **-** |

**Assessment Rubrics**

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| **Assessment Item** | **Weightage (%)** | **Total Points** | **Criteria** | **Points** |
| **Assignments (3)** | **15** | **50** | Clarity of concept | **20** |
| Comprehensiveness | **15** |
| Creativity | **10** |
| Presentation (organization, grammar, tidiness) | **05** |
| **Mid-term Exam** | **15** | **50** | Clarity of concept | **20** |
| Comprehensiveness | **15** |
| Creativity | **10** |
| Presentation (organization, grammar, tidiness) | **05** |
| **WAC** | **10** | **50** | Clarity of problem understanding | **20** |
| Strength of arguments | **15** |
| Quality of analysis | **10** |
| Presentation (organization, grammar, tidiness) | **05** |
| **Project (Group Project Report and Oral Presentation)** | **15** | **50** | Clarity of concept | **15** |
| Comprehensiveness | **10** |
| Creativity | **05** |
| Report presentation (organization, grammar, tidiness) | **05** |
| Overall oral presentation skills | **15** |
| **Final Exam** | **25** | **50** | Clarity of concept | **20** |
| Comprehensiveness | **15** |
| Creativity | **10** |
| Presentation (organization, grammar, tidiness) | **05** |

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| **Notes – Norms and Important Class Policies:** **Class Policy:**You are required to be in class at the assigned time. If you arrive more than ten minutes late, you will be marked absent. **Mobile Policy:**Switch off your mobile phones while in class.**Email Policy:**You will be responsible if you miss a deadline because you did not read your email. Participants should regularly check their University email account. **Class Attendance Policy:**A minimum 80% attendance is required for a participant to be eligible to sit in the final examination. Reporting sick and attending family functions (such as a wedding) will be considered as absent. Participants with less than 80% attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take the final exam. An ‘F’ grade will negatively impact student’s CGPA.**Withdrawal Policy:**Students may withdraw from a course till the end of the 12th week of the semester. In such a case, a grade ‘W’ will be awarded. A ‘W’ grade will not impact student’s CGPA. A student withdrawing after the 12th week will be awarded ‘F’ grade, which will negatively impact CGPA.**Harassment Policy:**Sexual or any other form of harassment through physical, verbal or electronic (mobile, email, etc.) means is constituted as punishable offence. Such actions will not be tolerated.**Use of Unfair Means/Honesty Policy:**Any participant found using unfair means or assisting another participant during a class test, quiz, assignment, examination, etc. will be liable for strict disciplinary action. **Plagiarism Policy:**Plagiarism is defined as the practice of taking someone else's work or ideas and passing them off as one's own. The participants will submit the plagiarism report to the resource person with every assignment, report, project, thesis, etc. A participant who fails to submit the ‘Turnitin’ report will receive ‘F’ grade that will count towards CGPA. If participants attempt to cheat ‘Turnitin,’ they will receive an additional ‘F’ that will count towards their CGPA. Look up the Student Handbook for further information on rules and regulations regarding plagiarism while submitting final report and other documents.**NOTE: STUDENTS ARE REQUIRED TO READ AND UNDERSTAND ALL ITEMS OUTLINED IN THE STUDENT HANDBOOK.** |

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| **Weekly Sessions Plan:** |
| **Week** | **Topics/Contents** | **Activity** | **Application/Objectives****PLO/CO/CLO** |
| 1. | 1. **The Concept of Strategy.**
2. **Defining Key Terms in Business Strategy.**
 | Interactive Session**NOTES:****Session 1: The Concept of Strategy.**[**SESSION 1-THE CONCEPT OF STRATEGY.docx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSION%201-THE%20CONCEPT%20OF%20STRATEGY.docx)**Session 1: The Benefits of Strategic Management.**[**SESSION 1- BENEFITS OF STRATEGIC MANAGEMENT.docx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSION%201-%20BENEFITS%20OF%20STRATEGIC%20MANAGEMENT.docx)**Session 1: The Key Terms in Business Strategy.**[**SESSION 1-KEY TERMS IN BUSINESS STRATEGY.docx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSION%201-KEY%20TERMS%20IN%20BUSINESS%20STRATEGY.docx) | **PLO 1/COs 1,2/CLO 4** |
| 2. | 1. **Business Strategy and the Strategic Management Process.**
2. **Vision and Mission Statement, Analyzing the External Environment of the Firm.**
 | * Interactive Session (Why are vision and mission statements are important?)
* **Quiz-1**

**PPT:** [**SESSION 2-BUSINESS STRATEGY AND THE STRATEGIC MANAGEMENT PROCESS.pptx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSION%202-BUSINESS%20STRATEGY%20AND%20THE%20STRATEGIC%20MANAGEMENT%20PROCESS.pptx)**NOTES:**[**SESSIONS 2 AND 3-ASSESSING THE EXTERNAL AND INTERNAL ENVIRONMENT OF THE FIRM.docx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSIONS%202%20AND%203-ASSESSING%20THE%20EXTERNAL%20AND%20INTERNAL%20ENVIRONMENT%20OF%20THE%20FIRM.docx) | **PLOs 1,2/CO 2/CLO 4** |
| 3. | **Assessing a Firm’s Internal Capabilities.** | * Interactive Session
* Case Study: Singapore Airlines (SIA)
 | **PLOs 1,2/COs 1,2/CLO 3** |
| 4. | **Firm-level Strategies** | * Interactive Session
* **Assignment-1 (See Appendix-1)**

**NOTES:**[**SESSIONS 4 AND 5-LONG-TERM OBJECTIVES AND FIRM- AND CORPORATE-LEVEL STRATEGIES.docx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSIONS%204%20AND%205-LONG-TERM%20OBJECTIVES%20AND%20FIRM-%20AND%20CORPORATE-LEVEL%20STRATEGIES.docx) | **PLOs 1,2,4,6/COs 2,4/CLO 4** |
| 5. | **Corporate-level Strategies.** | * Interactive Session
* **Quiz-2**
 | **PLOs 1,2,4/COs 2,4/CLO 4** |
| 6. | **Concepts, Frameworks, and Tools for Effective Strategic Analysis.** | * Interactive Session
* **Assignment-2 (Appendix-1)**

**NOTES:**[**SESSIONS 6 AND 7-CONCEPTS, FRAMEWORKS, AND TOOLS.pptx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSIONS%206%20AND%207-CONCEPTS%2C%20FRAMEWORKS%2C%20AND%20TOOLS.pptx) | **PLOs 1,2,4,5/COs 1,2,4/CLO 4** |

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| 7. | 1. **Concepts, Frameworks, and Tools for Effective Strategic Analysis (*Cont’d.*).**
2. **Introduction to the Course Project (See Appendix 2 for Project Guidelines).**
 | * Interactive Session
* Introduction to the Course Project.

**(COURSE PROJECT GUIDELINES CONTAINED IN THE COURSE OUTLINE)** | - |
| 8. | **Implementing Strategies --- Management and Functional Issues.** | * Interactive Session

**NOTES:**[**SESSION 8-IMPLEMENTING STRATEGIES --- MANAGEMENT AND OPERATIONS ISSUES.docx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSION%208-IMPLEMENTING%20STRATEGIES%20---%20MANAGEMENT%20AND%20OPERATIONS%20ISSUES.docx) | **PLOs 1,2/COs 1,4,5/CLOs 4,5** |
| 9. | **MID-TERM EXAM** |
| 10. | **Guest Speaker Session** | **TBA** | - |
| 11. | **Strategy Review, Evaluation, and Control** | * Interactive Session
* **Quiz-3**
* **Assignment-3 (Appendix-1)**

**NOTES:**[**SESSION 11-STRATEGY REVIEW, EVALUATION, AND CONTROL.pptx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSION%2011-STRATEGY%20REVIEW%2C%20EVALUATION%2C%20AND%20CONTROL.pptx) | **PLOs 2,4,5,6/COs 1,2,3** |

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| 12. | **Business Ethics, Social Responsibility, and Environmental Sustainability****Conducting a Case Analysis** | * Interactive Session
* (See Supplementary Reading #)

**NOTES:**[**SESSION 12-BUSINESS ETHICS, SOCIAL RESPONSIBILITY, AND ENVIRONMENTAL SUSTAINABILITY.docx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSION%2012-BUSINESS%20ETHICS%2C%20SOCIAL%20RESPONSIBILITY%2C%20AND%20ENVIRONMENTAL%20SUSTAINABILITY.docx)* **VIDEO LESSON:**

**Business Ethics, Social Responsibility, and Environmental Sustainability.**[**https://youtu.be/1fDshXASZqg (35**](https://youtu.be/1fDshXASZqg%20%2835) **minutes)****NOTES:**[**SESSION 12-HOW TO ANALYZE A CASE STUDY.docx**](file:///D%3A%5CDR%20IRFAN%20AMIR%5CUMT%5CTEACHING%5CFALL%20SEMESTER%202022%5CBUSINESS%20STRATEGY%20%28MG-480%29%5CCOURSE%20MATERIAL%5CSESSION%20MATERIAL%5CSESSION%2012-HOW%20TO%20ANALYZE%20A%20CASE%20STUDY.docx)* **Written Analysis of the Case (WAC). Note: This is a group assignment (a group size of 3-4 students). A business case will be assigned to the students. WAC will be due at the start of the class in the following week.**
* **Quiz-4**
 | **PLOs 2,3,4,7,8/COs 1,2,5/CLOs 2,5** |
| 13. | **Case Study Analysis** | **Discussion on WAC** | **PLOs 1,2,3,4,7,8/COs 1-5/CLOs 1-5** |
| 14. | **GROUP PROJECT PRESENTATIONS** **(PLOs 1,2,3/COs 1,2,3,5; CLOs 2,4,5)** |
| 15. | **COURSE REVIEW SESSION** |
| 16. | **FINAL EXAM** |

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| **Primary Text Book(s):** |
| 1. Barney, J. B., & Hesterly, W.S. (2020). *Strategic Management and Competitive Advantage Concepts* (6th ed.) Pearson Education Limited.
 |
| **Supplementary Reading(s):** |
| 1. Clegg, S., Kornberger, M., & Rhodes, C. (2007). Business Ethics as Practice. *British Journal of Management*, 18(2), 107-122.
2. David, F. R., & David, F. R. (2016). *Strategic Management: Concept and Cases* (15th ed.). Pearson India Education Services Pvt. Ltd.
3. Dess, G. G. et al. (2021). *Strategic Management: Text and Cases* (10th ed.). McGraw-Hill.
4. Namada, J.M. (2020). The Role of Strategy Implementation in the Relationship Between Strategic Planning Systems and Performance. *International Journal of Business Strategy and Automation*, 1(1), 1-23.
5. Peteraf, M. A. (1993). The Cornerstones of Competitive Advantage: A Resource‐based View. *Strategic Management Journal*, 14(3), 179-191.
6. Porter, M. E. (1996). What is Strategy? *Harvard Business Review*, November-December, 1-22.
7. Potjanajaruwit, P. (2018). Competitive Advantage Effects on Firm Performance: A Case Study of Startups in Thailand. *Journal of International Studies*, 10(1), 104-111.
8. Tabish, A.G. (2009). Comparing Standards of Business Ethics in USA, China, Jamaica and Pakistan. *Pakistan Journal of Commerce and Social Sciences*, 3, 49-66.
 |
| **Useful Online/Web Resources:** |
| 1. https://www.coursera.org/specializations/business-strategy
 |

**Appendix-1 Take-home Individual Assignments**

1. **Explain Porter's Five Forces Model and its relevance in formulating strategies. For each competitive force, discuss one condition that is likely to increase the threat of that force.**
2. **Define the three types of integration strategies. Give examples and guidelines for when each is strategically appropriate.**
3. **Discuss how business ethics, social responsibility, and sustainability are interrelated.**

**Guidelines for Take-home Individual Assignments**

1. **These are individual assignments.**
2. **Attempt the solution to the assignments based on the materials shared and discussed in the class.**
3. **The assignments are due for submission at the start of the class in the following week.**
4. **A maximum of 1,000 words.**
5. **Type written assignments are preferred, but neat, hand-written assignments are permitted.**
6. **Make sure to give the following information at the top of the assignment:**
	* **Course Name**
	* **Assignment Number**
	* **Assignment Title (for example: For Assignment Number 3: Relationship Between Business Ethics, Social Responsibility, and Sustainability)**
	* **Submitted to: [Name of the Instructor here]**
	* **Submitted by: [Student name with ID]**
	* **Submitted on: [Day and date]**

**Appendix-2: Guidelines for the Course Project**

**In a group of two, write a description of about 2,500 words (12 font times roman, A4, 1 inch margin on all sides) on one of the following topics:**

1. **Tools and Frameworks for Examining A Firm’s External Environment.**
2. **Evaluating the Internal Capabilities of the Firm.**
3. **Concepts, Frameworks, and Tools for Effective Strategic Analysis.**
4. **Michael Porter’s Five Generic Strategies and Mapping Local Products/Services//Brands/Companies That Are Following the Stated Five Strategies.**
5. **An Overview of the Diversification Strategy.**
6. **An Overview of the Vertical Integration Strategy.**
7. **An Overview of the Strategic Alliance Strategy.**

**Developing the Content for the Report:**

**1. Draw topic material from a total of four academic sources. These could either be books or journal articles on the chosen topic.**

**2. Use American Psychological Association (APA) Style of Referencing for giving both in-text and full references for the books/journal articles consulted. See Appendix 3 for the guidelines in citing references in the report.**

**Deadlines:**

**Written Report: Submit report at the start of the class on (TBA).**

**Note:**

**The title page of the report must include:**

* **Course title.**
* **Project title.**
* **Submitted to: Instructor**
* **Submitted by:**
* **Student full name (ID)**
* **Student full name (ID)**
* **...**
* **Date: Example, Monday, Month xx, 2022.**
* **HSM logo.**
* **At the bottom of the title page write: University of Management and Technology.**
* **All pages of the report to adopt the following page number format: page 1 of 5, page 2 of 5, ...**
* **Submit reports in staple-and-tape bound form.**

**Group Presentations: To Be Announced.**

**Note:**

**1. 20 minutes to each group (including 5 minutes of Q&A).**

**2. Each member of the group to present.**

**2. PowerPoint presentations.**

**Appendix 3: Comprehensive Guidelines for Developing In-Text Citations and Giving Full References in the List of References Section at the End of the Report, Using American Psychological Association (APA) Referencing Style.**

**APA Referencing Style-Version 7 (Examples)**

**BOOK**

**IN LIST OF REFERENCES**

**Book (with one author):**

**Sapolsky, R. M. (2017). *Behave: The biology of humans at our best and worst*. Penguin Books.**

**IN-TEXT CITATIONS**

**In-text citation for a book (one author):**

**… (Sapolsky, 2017).**

**IN LIST OF REFERENCES**

**Book (with two authors):**

**Moran, A., & Toner, J. (2017). *A critical introduction to sport psychology* (3rd ed.). Routledge.**

**IN-TEXT CITATIONS**

**In-text citation for a book (two authors):**

**… (Moran & Toner, 2017).**

**IN LIST OF REFERENCES**

**Book (with three or more authors):**

**Haile, L., Gallagher, M., & Robertson, R. J. (2015). *Perceived exertion laboratory manual: From standard practice to contemporary application*. Springer.**

**IN-TEXT CITATIONS**

**In-text citation for a book (with three or more authors):**

**… (Haile et al., 2015).**

**JOURNAL ARTICLE**

**IN LIST OF REFERENCES**

**Journal Article (with one author) Page Numbers**

**Ruxton, C. (2016). Tea: Hydration and other health benefits. *Primary Health Care*, *26*(8), 34-42.**

 **Issue No.**

 **Volume No.**

**IN-TEXT CITATIONS**

**In-text citation for a journal article (with one author):**

**… (Ruxton, 2016)**

**IN LIST OF REFERENCES**

**Journal article with two authors:**

**Aspy, D. J., & Proeve, M. (2017). Mindfulness and loving-kindness meditation: Effects on connectedness to humanity and to the natural world. *Psychological Reports*, *120*(1), 102-117.**

**IN-TEXT CITATIONS**

**In-text citation for a journal article (with two authors):**

**… (Aspy & Proeve, 2017).**

**LIST OF REFERENCES**

**Journal article (with three or more authors):**

**Geraghty, S., Lauva, M., & Oliver, K. (2016). Reconstructing compassion: Should it be taught as part of the curriculum? *British Journal of Nursing*, *25*(15), 836-839.**

**IN-TEXT CITATIONS**

**In-text citation for a journal article (with three or more authors):**

**… (Geraghty et al., 2016)**

**ONLINE SOURCES**

**BOOK**

**Chaffe-Stengel, P., & Stengel, D. (2012). *Working with sample data: Exploration and inference.*Business Expert Press. https://doi.org/10.4128/9781606492147**

**Note: Give Internet site address.**

**URL: Uniform Resource Locator**

**DOI: Digital Object Identifier**

**JOURNAL ARTICLE**

**Ruxton, C. (2016). Tea: Hydration and other health benefits. *Primary Health Care*, *26*(8), 34-42. https://doi.org/10.7748/phc.2016.e1162**