In the Name of God, Most Gracious, Most Merciful

Sharif University of Technology
Graduate School of Management and Economics
Human Resources Management
Course Syllabus
Fall 1389

Instructor: Ahmad Sharbatoghlie, Ph.D.
Class Dates: Sundays and Tuesday 4:30 – 6:00 pm
Classroom: Graduate School of Management
Email: a_sharbatoghlie@sharif.ac.ir
Telephone: 660-22755

Course Web-Site: http://www.mhhe.com/noefund3e
Office Hours: Sundays and Tuesdays: 15:00 – 16:00 p.m.

Course Objectives:

The purpose of this course is to introduce the practices of HRM which include the analysis and design of work, recruiting, selection, training and development, performance management, compensation, employee relations, and strategic support for organizational strategy.

Class Conduct:

This course will be taught in a participatory seminar format. In addition to the lectures that will be presented by the instructor, students are expected to conduct research and engage in the Human Resources Management Topic Presentations. Students are expected to complete the reading assignments prior to their due dates and actively participate in class discussions and case study presentations. Competency in the materials covered in the text and lectures are required for a good performance in the course. The class attendance is mandatory. Attendance will be taken during each class session.

Required Readings:


Class Assignments:

In addition to the lectures that will be presented by the instructor, students are expected to conduct research and engage in the HRM-Topic Presentations as well as the Discussion and Case Presentations.
**HRM – Topic Presentation:**

An HRM topic will be assigned for presentation by each student. The HRM topics are based on the lecture topics applied to real world situations. For example, after covering “analyzing work and designing jobs,” a student will be assigned to see how an organization operating in Iran conducts job analysis and job design. The company selected can be the same as the one chosen for the term-paper. There are many informative web resources for obtaining additional information about HRM Topic Presentations such as: http://www.hr-guide.com/. If for some reason, a student does not have access to a company data, he/she may alternatively choose another HRM related topic to present with prior permission from the instructor.

The presentation topic should be prepared in Power Point (in Persian) and it should last about 30 minutes including class discussion. The HRM topic presentation power point should be mailed to the instructor at least one day prior to the scheduled presentation date.

**Students are expected to present their topics in the assigned dates only. Those who fail to do so will receive a zero (0) mark for their presentation grade.**

Student presentations will be evaluated using the following criteria:

<table>
<thead>
<tr>
<th>Presentation Evaluation Criteria</th>
<th>Evaluation Points</th>
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<tbody>
<tr>
<td>Defines background and importance of the topic</td>
<td>20</td>
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<td>States objective, and identifies relevant questions</td>
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<td>Clearly describes methodology</td>
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<td>Offers evidence of proof/disproof</td>
<td>20</td>
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<td>The quality of the presentation (presenter and audio/visual support)</td>
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<td>Total</td>
<td>100</td>
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</table>

**Discussion and Case Presentations:**

Each lecture session will be followed by a discussion and case presentation session where the following items from the text will be covered in the sessions:

**HR Oops!** Engage students through examples of companies where the HR department has fallen short such as “when employees steal,” “discriminating against pregnant workers,” and “sneaky recruiters.”

**HR How To:** Engage students through specific steps to creating HRM programs and tackling common challenges. Examples include: “Employee Surveys,” “Supervising Your Parents’ Generation,” and “Interviewing effectively.”

**eHRM:** Engage students through examples of how HR departments are utilizing technology today. Examples include: “High-Tech Flexibility at Bank of the West” and “Video Resumes – Perilous Policy?”

**Best Practices:** Engage students through examples of companies where the HR department is working well. Examples include: “Healthwise Knows the Value of a Valued Employee,” “Gallup Helps Wesley Medical Center Find Practical Selection Methods,” and “Valuing Diversity at JPMorgan Chase.”
Thinking Ethically: confronts students in each chapter with an ethical issue regarding managing human resources. Examples including “Who’s Responsible for Your Company’s Reputation?” “Tech Worker Shortage or Age Discrimination?”

Case Studies: Apply the concepts in each chapter through two cases looking at companies and how their practices illustrate chapter content.

Each of the above items will be assigned to a student for preparation and presentation at the class using Power Point. All PowerPoint presentations should be in Persian and follow the standard presentation guide provided in the syllabus. For presenting each of the above discussion and case presentation items students are expected to explore the items in-depth and to go beyond what is presented in the book. For example, on page 205 of the text book, under the title “Thinking Ethically,” Best Buy Company’s ethics training is discussed. The students are expected to go to the Best Buy Company’s web-site and gather more information about the company and download and study the company’s code of ethics (see: http://phx.corporate-ir.net/phoenix.zhtml?c=83192&p=IROL-governance) and present examples of the ethics codes using PowerPoint presentations. Another example is the discussion related to e-HRM "Talent Management Software" (p. 263). The student responsible for presenting this topic is expected to present an overview or a demo of a Talent Management Software such as Halogen Software (see: http://www.halogensoftware.com/products/).

Power Point Presentation Formats:

All Power Point presentations should be prepared using the following format adopted from the International Management Conference:

Table 1: Power Point Preparation Format

<table>
<thead>
<tr>
<th>متن‌های مورد استفاده برای یک‌خانه‌های مختلف اسلاید:</th>
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<tbody>
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<td>قالب فارسی</td>
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<td>تیر ۳۴ وسط سطح</td>
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<td>تیر ۳۰ وسط سطح</td>
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<td>مینی‌سایز</td>
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<td>مینی‌معمولی</td>
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<td>مینی سایز</td>
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</table>

**Research Paper:**

Students are expected to write a term HRM research paper for the course. The paper will be based on an analysis of the HRM practices in an Iranian organization/company. The research paper should be about 15-20 pages (double-spaced) and should have the following outline.

- Introduction
- A brief profile of the company including organization chart, number of employees, services-products, etc.
- Defining the HRM problem
- Review of the literature related to the HRM problem area
- Research methodology and design
- Analysis of the company-organization data regarding the HRM problem area
- Recommendation for improving the HRM functional area
- Study limitations
- Conclusion

The research papers should follow the research paper preparation format provided in this syllabus. The research papers will be scheduled for presentation in the class. Each student will need to prepare a power point presentation (in Persian) containing the organization HRM report. Further details of this assignment will be provided during the class sessions.

All sources used for the preparation of the research papers should have proper references. For information on how to reference a source please refer to Sharif University of Technology guidelines for the preparation of thesis and dissertations, or alternatively, to the Chicago Manual of Style at: [http://library.osu.edu/sites/guides/chicago.pdf](http://library.osu.edu/sites/guides/chicago.pdf). For every citation that is not referenced correctly 0.5 point will be deducted.

Each student is expected to prepare a CD containing the electronic version of the term research paper as well as all the submitted or presented assignments. The CD should be attached to the back cover page of the project report using a CD Jacket. The CD should be clearly marked with the following information: The Title of the Report, Author(s) Name, The Name of the Course, and the Date of the Presentation.

**Research Paper Preparation Format:**

Except what is noted below, all research papers should be prepared using the following format adopted from the International Management Conference.

Students can write their research papers using a journal format. If the journal selected has a different format than the above, it is acceptable to prepare the research paper according to the selected journal requirements. However, a copy of the “author’s guideline” from the selected journal should be included in the final student CD.
Table 2: Research Paper Preparation Format

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<th>فارسی</th>
<th>انگلیسی</th>
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<tr>
<td>عوان مقاله</td>
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<td>نامنویسنده</td>
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<td>سمت و سازمان منبع</td>
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<td>زیرنویس‌ها: جداول، نمودارها، عکس‌ها</td>
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<td>من دانل جداول</td>
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<tr>
<td>درسوله، اور نکات انگلیسی</td>
<td>Times New Roman 11</td>
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<tr>
<td>متن مقاله</td>
<td>Times New Roman 11</td>
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<td>شماره صفحه</td>
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**Plagiarism:**

Plagiarism in all the class activities including assignments, exams, and research papers will not be tolerated. Please read the following Plagiarism Paragraph is posted by: Office of Academic Judiciary, College of Arts & Sciences E3310 Melville Library, SUNY at Stony Brook, Stony Brook, NY 11794-3351 ([http://naples.cc.sunysb.edu/CAS/ajc.nsf/pages/syllabus](http://naples.cc.sunysb.edu/CAS/ajc.nsf/pages/syllabus), accessed July 27, 2009):

Plagiarism is simply the use of others’ words and/or ideas without clearly acknowledging their source. As students, you are learning about other people’s ideas in your course texts, your instructors’ lectures, in-class discussions, and when doing your own research. When you incorporate those words and ideas into your own work, it is of the utmost importance that you give credit where it is due. Plagiarism, intentional or unintentional, is considered academic dishonesty and all instances will be reported to the Academic Judiciary. To avoid plagiarism, you must give the original author credit whenever you use another person’s ideas, opinions, drawings, or theories as well as any facts or any other pieces of information that are not common knowledge. Additionally quotations of another person’s actual spoken or written words; or a close paraphrasing of another person’s spoken or written words must also be referenced. Accurately citing all sources and putting direct quotations – of even a few key words – in quotation marks are required.
For further information about plagiarism and writing tutorials please refer to the following links:


University of North Carolina’s Writing Center has extensive free resources on writing and deals with issues such as standards for citations, plagiarism, etc. (see, http://www.unc.edu/depts/wcweb/handouts/, accessed July 28, 2009).

Purdue University Writing Center has dedicated material on plagiarism: See http://owl.english.purdue.edu/owl/resource/589/01/, Accessed July 28, 2009.

All term projects should include the following Term Project Disclosure Statements in the second page (after the cover page):

**Term Project Disclosure Statement**

I (we) hereby certify that this report has been prepared by the author(s) named in the cover page of this report only. All primary and secondary sources of data and information used for the preparation of this report have been referenced and properly cited. This report has not been used as a part of the fulfillment of the requirements of another course or subject matter. If other persons contributed to this report, their contributions have been properly recognized and cited.

Name(s) of the author(s): __________________________________________

Signature: ______________________________________________________

Date of the Signature: _________________

**Examinations:**

A mid-term exam and a final exam will be offered in this course which evaluates the student's mastery of the materials presented in the text and lectures. The exam format will be objective questions and may include short essays. The examination will be offered at the specified dates in the course schedule only. No make up examinations will be given.

**Grading:**

The grading will be based on class attendance, assignments, research paper, and a mid-term and a final examination. The grade distribution will be as follows:
Class Attendance .......................... 5%
Class Assignments ....................... 35%
Research Paper .......................... 20%
Mid-Term Examination ................. 20%
Final Examination ....................... 20%
Total ..................................... 100%
# Human Resources Management Class Schedule: Fall 1389

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Session Content</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>1</td>
<td>Sunday 1389/7/4</td>
<td>Introduction: Managing Human Resources</td>
<td>Chapter 1</td>
</tr>
</tbody>
</table>
| 2       | Tuesday 1389/7/6 | **Discussion and Case Presentations:**  
HR Oops! When Employees Steal (p. 16).  
HR How To: Employee Surveys (p. 12).  
eHRM: High-Tech Flexibility at Bank of the West (p. 48).  
Best Practices: Healthwise Knows the Value of a Valued Employee (p. 4).  
Case 1: How to Make a Microserf Smile (p. 22).  
Case 2: Can the TSA Secure Top-Flight Performance (p. 23). | Chapter 1  |
| 3       | Sunday 1389/7/11 | HRM Topic presentation and discussion Trends in Human Resource Management       | Chapter 1  <br>Chapter 2 |
| 4       | Tuesday 1389/7/13 | **Discussion and Case Presentations:**  
HR Oops! No Great Bargain (p. 42).  
HR How To: Supervising Your Parents’ Generation (p. 28).  
eHRM: Video Resumes – Perilous Policy? (p. 69).  
Thinking Ethically: The Ethics of Offshoring (p. 49).  
Case 3: A Critical Shortage of Nurses (P. 52).  
Case 4: Mining Excellence at Redmond Minerals (P. 53). | Chapter 2  |
| 5       | Sunday 1389/7/18 | HRM Topic presentation and discussion  
Analyzing Work and Designing Jobs                                                | Chapter 2  <br>Chapter 4 |
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<th>Discussion and Case Presentations:</th>
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<td></td>
<td><strong>HR Oops!</strong> Software Can’t Do It Alone (p. 93).</td>
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<td><strong>HR How To:</strong> Writing a Job Description (p. 96).</td>
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<td><strong>eHRM:</strong> Technology Gets Accenture Employees out of the Office (p. 107).</td>
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<td><strong>Best Practices:</strong> Joie de Vivre Hospitality Puts Joy in the Job (p. 104).</td>
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<td><strong>Thinking Ethically:</strong> Is Telecommuting Fair to Those At the Office? (p. 111).</td>
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<td><strong>Case 7:</strong> Bridging the Generation Gap (p. 113).</td>
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<td><strong>Case 8:</strong> Redesigned Work at Airbus Gets the A380 off the Ground (p. 114).</td>
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**Chapter 4**

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<th>Discussion and Case Presentations:</th>
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<td></td>
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<td><strong>HR Oops!</strong> Sneaky Recruiters (p. 138).</td>
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<td><strong>HR How To:</strong> Using Temporary Employees and Contractors (p. 126).</td>
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<td><strong>eHRM:</strong> Online Recruiting Gets Personal (p. 137).</td>
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<td><strong>Best Practices:</strong> A Stealthy HR Plan for Red 5 Studios (p. 129).</td>
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<td><strong>Thinking Ethically:</strong> When Employees Leave (p. 143).</td>
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<td><strong>Case 9:</strong> Netflix: Recruiting and Retaining the Best Talent (p. 145).</td>
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<td><strong>Case 10:</strong> The Hunt for Seasonal Workers Crosses Borders (p. 146).</td>
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**Chapter 5**

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<th>Discussion and Case Presentations:</th>
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<td></td>
<td></td>
<td><strong>HR Oops!</strong> Too Busy to Talk (p. 152).</td>
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<td><strong>HR How To:</strong> Interviewing Effectively (p. 169).</td>
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<td><strong>eHRM:</strong> Surfing the Tidal Wave of Job Applications (p. 158).</td>
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<td><strong>Best Practices:</strong> Gallup Helps Wesley Medical Center Find Practical Selection Methods (p. 159).</td>
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<td></td>
<td>Sunday 1389/8/23</td>
<td>HRM Topic presentation and discussion Developing Employees for Future Success</td>
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</table>
| 16 | Discussion and Case Presentations:  
**HR Oops!** Forgetting to Plan for HR (p. 268).  
**HR How To:** Providing Development Opportunities to Future Leaders (p. 248).  
**Best Practices:** Career Paths Go Everywhere at Alaska Wildland Adventures (p. 256).  
**Thinking Ethically:** Mentoring to develop ethical employees (p. 271).  
**Case 17:** Toyota’s All-Out Drive to Stay Toyota (p. 273).  
**Case 18:** Accounting for Talent at Ernst and Young (p. 274). | Chapter 9 |
| 17 | Tuesday 1389/8/25 | Discussion and Case Presentations:  
**HR Oops!** An Awkward Good-By (p. 283).  
**HR How To:** Antidotes for Toxic Employees (p. 286).  
**Best Practices:** Satisfying Jobs at Corporate Ink are PR-Worthy (p. 297).  
**Thinking Ethically:** Can Fairness Prevent Dissatisfaction? (p. 301).  
**Case 19:** Shirking Working: The War on Hooky (p. 304).  
**Case 20:** Is Employee Privacy Going Up in Smoke? (p. 305). | Chapter 10 |
| 18 | Sunday 1389/8/30 | HRM Topic presentation and discussion Separating and Retaining Employees | Chapter 9 Chapter 10 |
| 19 | Tuesday 1389/9/2 | Discussion and Case Presentations:  
**HR Oops!** Women Don’t Ask (p. 313).  
**HR How To:** Gathering Wage Data at the BLS Web Site (p. 320). | Chapter 10 |
| 20 | Sunday 1389/9/7 | HRM Topic presentation and discussion Establishing a Pay Structure | Chapter 10 Chapter 11 |
| 21 | Tuesday 1389/9/9 | Discussion and Case Presentations:  
**HR Oops!** Women Don’t Ask (p. 313).  
**HR How To:** Gathering Wage Data at the BLS Web Site (p. 320). |
<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Time</th>
<th>Topic Presentation and Discussion</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 Sunday</td>
<td>1389/9/14</td>
<td>HRM Topic</td>
<td>Recognizing Employee Contributions with Pay</td>
<td>11</td>
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<tr>
<td>23 Tuesday</td>
<td>1389/9/16</td>
<td>Discussion and Case Presentations:</td>
<td>HR Oops! Too Much Risk, Too Little Reward</td>
<td>12</td>
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<td>HR How To: Motivating with a Profit-Sharing Plan</td>
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<td>eHRM: Financial Education Online</td>
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<td>Best Practices: Van Meter Industrial’s Employees Act Like Owners</td>
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<td>Thinking Ethically: Can Employee Stock Ownership Shape Values?</td>
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<td>Case 23: The Billion-Dollar Losers</td>
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<td>Case 24: XCEL Energy Pays for Employees Who Excel</td>
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<td>24 Sunday</td>
<td>1389/9/21</td>
<td>HRM Topic</td>
<td>Providing Employee Benefits</td>
<td>12</td>
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<tr>
<td>25 Tuesday</td>
<td>1389/9/23</td>
<td>Discussion and Case Presentations:</td>
<td>HR Oops! Thankless Employees</td>
<td>13</td>
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<td>HR How To: Controlling the Cost of Health Benefits</td>
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<td>eHRM: Communicating Benefits Online</td>
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<td>Best Practices: Wellness Matters at Worthington Industries</td>
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<td>Thinking Ethically: Should Health Insurance Pay for Birth Control?</td>
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<td>Case 25: You’ve Got Dependents? Prove It</td>
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<td>26</td>
<td>Sunday</td>
<td>1389/9/28</td>
<td>HRM Topic presentation and discussion</td>
<td>Chapter 13, Chapter 16</td>
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<td>Creating and Maintaining High-Performance Organizations</td>
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<td>27</td>
<td>Tuesday</td>
<td>1389/9/30</td>
<td>Discussion and Case Presentations:</td>
<td>Chapter 16</td>
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<td>HR Oops! Losing Retirees’ Knowledge</td>
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<td></td>
<td>HR How To: Creating Useful Performance Measures and Standards</td>
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<td>Best Practices: ConAgra Foods’ High Performance in a Tough Industry</td>
<td>(p. 478)</td>
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<td>Thinking Ethically: Can HRM Build an Ethical Culture?</td>
<td>(p. 488)</td>
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<td>Case 27: Customer Service Champs</td>
<td>(p. 490)</td>
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<td>Case 28: Can Reell Precision Manufacturing Be a High Performer Again?</td>
<td>(p. 491)</td>
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<tr>
<td>28</td>
<td>Sunday</td>
<td>1389/10/5</td>
<td>Term Research Presentations</td>
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<tr>
<td>29</td>
<td>Tuesday</td>
<td>1389/10/7</td>
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<td>1389/10/7</td>
<td>Final Examination (9:00 a.m.)</td>
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*Note: Instructors reserve the right to change the above schedule with due notice to the students.*
Appendix I: Citing Electronic Sources
## Citing Electronic Sources


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<th>Type</th>
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<td>Full-text sources from library resources (online and CD-ROM)</td>
<td>Last name of author, first initial. (Year, month day). Title. Journal [Type of medium], volume (issue), paging if given or other indicator of length. Available: supplier/database name and number/identifier number, item, or accession number [access date].</td>
<td>Last name of author, first initial. “Title.” Journal [Type of medium] volume.issue (year): paging if given or other indicator of length. Available: supplier/database name and number/identifier number, item or accession number [access date].*</td>
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*Access date not needed if CD-ROM.

SOURCE: Adapted from APA Guides for Citing Electronic Sources and Guidelines for Citing Electronic Sources—MLA, Cedarville College Centennial Library, Cedarville, OH, 45314.
## Citing Electronic Sources (cont.)


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<tr>
<th>Type</th>
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<td>Last name of author, first name. “Title of Article or Document.” Title of Journal, Newsletter, or Conference, volume.issue number (year) or date of publication: number of pages or pars. Medium [online]. Available protocol: <a href="http://www.address">http://www.address</a> goes. here. Access date [dy mo yr].</td>
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<td>WWW sites: E-mail, listserv, and discussion list messages</td>
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<td>Last name of author, first name (if discussion list messages known). “Subject line from posting.” Date. Medium [online]. Discussion List. Available e-mail: LISTSERV@e-mail address. Access date.</td>
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<td>WWW sites: Home pages</td>
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