



MGT350: BUSINESS POLICY AND STRATEGY

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course examines the process of developing business policies and how strategies are formulated, implemented, and evaluated. Students will gain knowledge of how business strategies establish and influence the company's position within its industry in light of those being utilized by competitors.

Course Overview:

This course examines the process of developing business policies and how strategies are formulated, implemented, and evaluated. Students will gain knowledge of how to develop a plan for organizational initiatives through the use of the strategic management process. Competitive analysis, decision making models and identifying both long and short-term business strategies for domestic as well as global organizations will be covered. Finally, students will learn to evaluate an organization's strengths and weaknesses and explain how to enhance an organization's market position through strategic alliances.

Course Learning Outcomes:

1. Apply the strategic management process to develop a plan for organizational initiatives.
2. Explain competitive analysis and its most popular models, generic and grand strategies for long-term objectives, and models for business and multi-business corporate strategy.
3. Apply decision making models and policies to the ethical choices the organization undertakes.
4. Identify business strategies that motivate the global expansion of the organization, promote diversity across cultures, and enhance growth using international resources.
5. Evaluate the strengths and weaknesses of an organization's policies and strategies.
6. Differentiate between the organizations long-term and short-term strategies and how the time duration of strategies influences the policy change within the organization.
7. Explain how strategic alliances, both domestic and global, can enhance an organization's market position.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

- Thompson, A. A. (2018). *Crafting and executing strategy: The quest for competitive advantage: Concepts and cases*. New York, NY: McGraw-Hill Education. 9781259732782
- McGraw-Hill Connect

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Mastery Exercises are accessed through Connect. Please review the instructions information in the course. Please note that the Mastery Exercises are done through Connect and must be completed during the week of the Module. Please note that you will have to complete the Mastery Exercise by the due date, which is the end of the week. You do not have all session to complete them! You will have only three attempts and the best score will be selected. The grades will be updated manually in the Gradebook within a day or 2 after the deadline.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1 & 2 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Strategy Approaches – Existing Company

Understanding a lot about a company before pursuing a career with that company or looking to advance within that company is very important. Research is required for this.

Choose a company with which you are familiar. It can be the company you work for, that someone you know works for, or a company with which you have done business.

In a three- to four-page paper, address the following:

- Analyze the company's strategic approach and why it works for them
 - Low Cost?
 - Broad Differentiation?
 - Focused Low Cost?
 - Focused Differentiation?
 - Best Cost Provider?
- Determine what level of manager made the decisions about their strategic approach
- Explain how they differentiate themselves from their competition
- Describe their competitive advantage and whether or not it is sustainable
- Explain how their mission and vision statement support their strategic approach.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Strategy Approaches – New Company

Assume you are an entrepreneur and are starting a new business. Create a fictitious company of your choosing and include a name for it.

In a three- to four-page paper, address the following:

- Analyze the company's strategic approach and why it will work
 - Low Cost?

- Broad Differentiation?
- Focused Low Cost?
- Focused Differentiation?
- Best Cost Provider?
- Determine what level of manager would be needed to make decisions about the strategic approach
- Explain how they will differentiate themselves from their competition
- Describe their competitive advantage and whether or not it is sustainable
- Write a mission and vision statement for the new company.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Module 2

Readings

- Chapter 9 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case study 30 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case study 31 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Verschoor, C. (2016). Lessons from the Wells Fargo scandal: The latest ethics scandal to hit the banking world demonstrates the importance of ethical influences in regard to company culture, risk evaluation, employee incentives, and more. *Strategic Finance*, 98(5), 19-20.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Costs and Benefits of Conducting Business Ethically

In a three- to four-page paper, address the following:

1. Choose an unethical behavior in organizations
 - a. Examples: Time misuse, sexual harassment, bullying, inappropriate computer use, illegal acts.
2. Identify a business you feel may be acting in an unethical manner and describe the unethical behavior.
3. Analyze the benefits and the costs to the company of conducting business in an ethical way.
4. Analyze the company's unethical action(s) in terms of how the unethical behavior may hurt the company.

You may want to start your research here: [The 10 Biggest Business Scandals of 2017](#).

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: How Behaving Unethically Hurts Your Company

In a three- to four-page paper, assume you are an employee at one of the companies listed in this article: [The 10 Biggest Business Scandals of 2017](#).

In a memo to the CEO of the company:

1. Describe the unethical actions.
2. Analyze the benefits and the costs to the company of conducting business in an ethical way.
3. Analyze the company's unethical action(s) in terms of how the unethical behavior may hurt the company.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Portfolio Milestone (10 points)

Choose a topic for your portfolio project. This week decide whether you will choose option #1 or option #2 for your portfolio. Begin drafting the description of the company which will be the basis of your portfolio. Submit the option you have chosen. Include the description and/or name of the company which will be the basis for your portfolio and begin drafting your paper.

Module 3

Readings

- Chapter 3 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case study 5 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case study 10 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Research and markets adds new report: Food retail industry in Canada - Porter's Five Forces Strategy analysis. (2017, March 29). *Food & Beverage Close-Up*.
- Aydin, O.T. (2017). Assessing the environmental conditions of higher education: In a theoretical approach using Porter's Five Forces Model. *Yükseköğretim Ve Bilim Dergisi*, 7(2), 378-391.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: The Remote Environment

In a three- to four-page paper, briefly analyze important recent changes in the United States. You should provide two recent changes for *each* category.

- a. Economic
- b. Social
- c. Political
- d. Technological
- e. Ecological.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: The Remote Environment

In a three- to four-page memo to a fictional CEO, use this scenario as your framework. You start a new job at a company that has been run the same for the past decade. You are asked to write a report to the CEO briefly analyzing the most important recent changes in the international country of your choice. You should provide two recent changes for *each* category.

- a. Economic
- b. Social
- c. Political
- d. Technological
- e. Ecological

Support your findings with statistics such as GDP, unemployment etc.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Module 4

Readings

- Chapter 7 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 8 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 21 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Niazi, M., Mahmood, S., Alshayeb, M., Qureshi, A.M., Faisal, K., & Cerpa, N. (2016). Toward successful project management in global software development. *International Journal of Project Management*, 34(8), 1553-1567.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: International Strategy

Ford is a well-known U.S. company that markets its products internationally. The company's international strategy involves manufacturing these products in 40 plants located around the world. Ford's international strategy is discussed in Case Study 18 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*.

In a three- to four-page paper, analyze the following:

- Analyze why the company has chosen to pursue a foreign subsidiary strategy
- Analyze the strategic advantages to global sourcing and production in the automobile industry relative to an export strategy
- Compare and contrast Ford's strategy to one of its competitors.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Multinational Strategy

Assume you are in charge of developing the strategy for a multinational company selling products in some 50 countries around the world. One of the issues you face is whether to employ a multi-domestic, a transnational, or a global strategy.

In a three- to four-page paper, address the following:

- Analyze which of these strategies would make more strategic sense to employ if your company's product is mobile phones. Explain your answer.
- Determine whether or not a multi-domestic strategy would be more advisable than a transnational or global strategy if your company's product is dry soup mixes and canned soups. Explain your answer.
- Analyze which strategy would it seem to make more sense to pursue if your company's product is large home appliances, such as washing machines, ranges, ovens, and refrigerators: a multi-domestic strategy, a transnational strategy or a global strategy. Explain your answer.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Module 5

Readings

- Chapter 4 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 12 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 27 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Three Circles Paper

Referring to Case 4, *Costco*, in your text and using the three-circles analysis, describe Costco's competitive strategy. In a three- to four-page paper analyze how Costco competes with similar companies as follows:

- a. Examine the first circle representing the team's consensus of what the most important customers or customer segment's needs/wants from the product or service.
- b. Analyze the second circle representing the team's view of how customers perceive the company's offering.
- c. Categorize the third circle representing the strategists' view of how customers perceive the offerings of the company's competitors.
- d. Analyze how A, B, and C are particularly important in asking questions about the company's competitive advantage.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.

- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Three Circles Memo

Imagine that you have been hired by Fitbit to conduct a three-circles analysis. In a memo to the CEO, describe Fitbit's competitive strategy and analyze how Fitbit competes with similar companies. Use examples from case study 7, *Fitbit, Inc.* in your text.

In your three- to four-page memo address:

- a. Examine the first circle representing the team's consensus of what the most important customers or customer segment's needs/wants from the product or service.
- b. Analyze the second circle representing the team's view of how customers perceive the company's offering.
- c. Categorize the third circle representing the strategists' view of how customers perceive the offerings of the company's competitors.
- d. Analyze how A, B, and C are particularly important in asking questions about the company's competitive advantage.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Mastery Exercise (10 points)

Readings

- Chapter 6 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 13 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 15 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Amazon's Strategy for Growth

Amazon.com, Inc. (Case Study 3) describes the company's business model and its evolution. Analyze how Amazon uses the grand strategies of concentration, market development, and product development as a part of its long-term strategy for growth. Refer to Case Study 3 in the text to prepare your CT.

In a three- to four-page paper address:

- Concentration:
 - Increasing the current customers' rate of use
 - Attracting competitors' customers
- Market development
 - Opening additional geographic markets
 - Attracting other market segments
- Product development
 - Developing new product features.

The length and formatting requirements include:

- Three to four pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be three to four pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Crafting Airbnb's Long-Term Strategy

Imagine that you have been hired by *Airbnb* to review its long-term online strategy. In a PowerPoint presentation you will give to the long-term planning team, cover the issues listed below.

Airbnb in 2016. (Case Study 2) describes the company's business model for the sharing economy. Analyze how Airbnb uses the grand strategies of concentration, market development, and product development as a part of its long-term strategy for growth.

Refer to Case Study 2 in the text to prepare your CT.

In 10 to 12 PowerPoint slides (including speaker notes), address the concentration, market development, and product development. Every slide must contain notes fully explaining all points made on the slide.

- Concentration:
 - Increasing the current customers' rate of use
 - Attracting competitors' customers

- Market development
 - Opening additional geographic markets
 - Attracting other market segments

- Product development
 - Developing new product features

The length and formatting requirements include:

- 10 to 12 PowerPoint slides (including speaker notes), in length, not including cover and reference slides. Include speaker notes for each slide.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>

Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your presentation should be 10-12 slides in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references. Refer to this example for additional help.

Mastery Exercise (10 points)

Module 7

Readings

- Chapter 5 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 18 in *Strategic management: Planning for domestic and global competition*
- Case Study 9 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 16 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Bowie, D. (2018). [Innovation and 19th century hotel industry evolution](#). *Tourism Management*, 64, 314-323.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Chapter 8 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Case Study 22 in *Crafting & executing strategy: The quest for competitive advantage: Concepts and cases*
- Mostova, A. (2017). A methodological approach to the strategic analysis of food security. *Baltic Journal of Economic Studies*, 3(5), 319-328.
- Lu, Q., Shi, V., & Huang, J. (2018). Who benefit from agency model: A strategic analysis of pricing models in distribution channels of physical books and e-books. *European Journal of Operational Research*, 264(3), 1074-1091.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (340 points)

Option #1: Restructuring Help

Choose an existing company and imagine you have been brought in to help them restructure. In eight to ten pages, address the following:

- 1) Briefly identify the company and provide a short explanation of why the company is seeking to restructure.
- 2) Write a Grand Strategy plan addressing the 15 elements of grand strategy:
 - a. Concentrated Growth
 - b. Market Development

- c. Product Development
- d. Innovation
- e. Horizontal Acquisition
- f. Vertical Acquisition
- g. Concentric Diversification
- h. Conglomerate Diversification
- i. Turnaround
- j. Divestiture
- k. Liquidation
- l. Bankruptcy
- m. Joint Ventures
- n. Strategic Alliances
- o. Consortia, Keiretsus, and Chaebols
- p. Evaluate three types of business strategies (low-cost, differentiation, and speed-based) and determine which is most appropriate for the business you choose, based upon your Grand Strategy. Justify your choice. A combination of business strategies is acceptable as long as you explain the reasoning behind your approach.
- q. Describe how you would implement your business strategy and assess the functional tactics you would implement.

The length and formatting requirements include:

- Eight to ten pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>. Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be eight to ten pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Attracting Investors

You have an idea for a new company but need to attract investors. To do so you create a report to potential investors detailing what you hope to carry out with your new company. In your eight- to ten-page report:

- 1) Briefly identify the company and provide a short explanation of why the company is seeking to restructure.
- 2) Write a Grand Strategy plan addressing the 15 elements of grand strategy:

- a. Concentrated Growth
 - b. Market Development
 - c. Product Development
 - d. Innovation
 - e. Horizontal Acquisition
 - f. Vertical Acquisition
 - g. Concentric Diversification
 - h. Conglomerate Diversification
 - i. Turnaround
 - j. Divestiture
 - k. Liquidation
 - l. Bankruptcy
 - m. Joint Ventures
 - n. Strategic Alliances
 - o. Consortia, Keiretsus, and Chaebols
- 3) Evaluate three types of business strategies (low-cost, differentiation, and speed-based) and determine which is most appropriate for the business you choose based upon your Grand Strategy. Justify your choice. A combination of business strategies is acceptable as long as you explain the reasoning behind your approach.
 - 4) Describe how you would implement your business strategy and assess the functional tactics you would implement.

The length and formatting requirements include:

- Eight to ten pages in length, not including cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the CSU-Global Guide to Writing & APA.
- Cite a minimum of three sources, two of which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations, in addition to your textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the Business Management & Administration Research Guide in the CSU-Global Library: <https://csuglobal.libguides.com/c.php?g=791313>

Here you can:

- Locate a variety of sources dealing with ethics, CSR, and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Be sure to review the Critical Thinking Assignment Rubric in the Module folder for details regarding grading standards.

Your paper should be eight to ten pages in length and conform to CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.