

**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 focuses on analysis of the roles and responsibilities of leaders in developing strategy, governance and operational policies within the corporate environment. Topic areas include how corporate strategy, mission, vision, and values influences policy development, innovation, and implementation.

Course Overview:

This course presents an examination of the strategies for success in the competitive environment of global organizations. Specifically, the course provides an analysis of the internal and external environment, the roles and responsibilities of leaders in developing and implementing strategy, and the practical application of evaluating the outcomes for that strategy. The entire strategic process is studied from its inception of identifying objectives, values and vision, through functional tactics and short-term objectives, to finally achieving ultimate, long-term goals.

This course incorporates business journal and case study readings with assignment activities that require critical analysis, encouraging students to apply strategic models in addressing business decisions. In the final portfolio project, students demonstrate the ability to synthesize the decision making process through an in-depth case study analysis.

Course Learning Outcomes:

1. Identify the means of developing a strategy and articulate the use of business policies to empower people in implementing strategies.
2. Explain how effective communication, both virtually and in-person, enhances the development of a sustainable, successful team.
3. Illustrate the use of controls, continuous improvement, and tools to guide and monitor strategy implementation.
4. Evaluate the market and industry available for strategic intent.
5. Explain how mission and vision assist leaders in clarifying strategic intent.
6. Assess how leadership skills and organizational interactions create and influence organizational culture.
7. Analyze and describe how organizational structures impact innovation and competitive advantage in the global marketplace.

8. Examine innovation within business environments including global management and social strategies.

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

Inclusive Access

This term your course will be included in CSU-Global's Inclusive Access program, which allows day one access to one or more of your required course materials — at a reduced cost. Click the “Course eBook” link located at the top of each module to access your materials. You will have access to these materials at no charge until the add/drop date, at which point your student account will be charged. If you decide you do not want to participate, you can Opt-Out of the Inclusive Access program by navigating to your course book and clicking “OPT-OUT” before the add/drop deadline. If you opt-out by the add/drop deadline, your student account will not be charged.

Required:

Thompson, A.A., Peteraf, M.A., Gamble, J. E., & Strickland, A. J. (2016). *Crafting and executing strategy: The quest for competitive advantage* (20th ed.). New York: McGraw Hill Education. ISBN: 9780077720599

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 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:** Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1 and 2 in *Crafting and executing strategy: The quest for competitive advantage* (20th ed.).
- Collins, J. C., & Porras, J. I. (1996). Building your company's vision. *Harvard Business Review*, 74(5), 65-77.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 2

Readings

- Chapter 3 in *Crafting and executing strategy: The quest for competitive advantage* (20th ed.).
- Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 86(1), 78-93.
- Kanter, R. M. (2011). How great companies think differently. *Harvard Business Review*, 89(11), 66-78.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking Assignment (100 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: Case Analysis: Mystic Monk Coffee

Before beginning this case analysis assignment, read through the Guide to Case Analysis on pages CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the Mystic Monk Coffee case study on pages C-2 through C-5 of your text. Review the items below that relate to the case study.

1. Has Father Daniel Mary established a future direction for the Carmelite Monks of Wyoming? What is his vision for the monastery? What is his vision for Mystic Monk Coffee? What is the mission of the Carmelite Monks of Wyoming?
2. Does it appear that Father Daniel Mary has set definite objectives and performance targets for achieving his vision?
3. What is Father Prior's strategy for achieving his vision? What competitive advantage might Mystic Monk Coffee's strategy produce?
4. Is Mystic Monk Coffee's strategy a money-maker? What is MMC's business model? What is your assessment of Mystic Monk Coffee's customer value proposition? What is its profit formula? What are resources that enable it to create and deliver value to customers?
5. Does the strategy qualify as a winning strategy? Why or why not?

6. What recommendations would you make to Father Daniel Mary in terms of crafting and executing strategy for the monastery's coffee operations? Are changes needed in its long-term direction? What about its objectives or strategy? Does it have a strong approach to strategy execution? Explain.

Your paper should be 5-7-pages long, excluding title page and references, with support from a minimum of two external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

Option #2: Case Analysis: Whole Foods Market

Before beginning this case analysis assignment, read through the Guide to Case Analysis on p.CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the Whole Foods Market case study on pages C-11 through C-39 of your text. Review the items below that relate to the case study.

1. **Video Title: What Can Whole Foods Learn from Lego?**
 - **Author:** Bloomberg
 - **Link:** <https://search-alexanderstreet-com.csuglobal.idm.oclc.org/view/work/2374953>
 - **Summary:** David Robertson, professor at Wharton School and Bob Doll, chief equity strategist at Nuveen Asset Management explains how Whole Foods can innovate using lessons learned from the way Lego has cornered their market, even though it is open to competition. He speaks on Bloomberg Television's 'Bloomberg Surveillance.'
2. Kashino, M. M. (2015). The science of Whole Foods. *Washingtonian Magazine*, 50(10), 209.

After you complete the reading and watch the videos, develop responses to each of the following questions.

1. What are the chief elements of the strategy that Whole Foods Market is pursuing?
2. Is Whole Foods' strategy well matched to market conditions in the food retailing industry (one of the criteria for a winning strategy discussed in Chapter 1)?
3. Do you think John Mackey has a good strategic vision for Whole Foods? Why or why not? What do you like/dislike about the company's mission "to promote the vitality and well-being of all individuals by supplying the highest quality, most wholesome foods available?"
4. Do Whole Foods Market's core values as presented in case Exhibit 2 really matter? Are they "real" or just cosmetic window dressing? What evidence can you cite to support your answer? Have Whole Foods' core values contributed to the company's success? Why or why not?
5. Based on the store operations data in case Exhibits 3 and 4, how well is Whole Foods Market performing from a strategic perspective? Does Whole Foods enjoy a competitive advantage over its 3 chief rivals—The Fresh Market, Trader Joe's, and Sprouts Farmers Market? Does the company have a winning strategy?
6. What recommendations would you make to John Mackey regarding the actions that Whole Foods' management needs to take to sustain the company's growth and financial performance?

Your paper should be 5-7-pages long, excluding title page and references, with support from a minimum of two external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

Mastery Exercise (10 points)

Module 3

Readings

- Chapter 4 in *Crafting and executing strategy: The quest for competitive advantage* (20th ed.).
- Amador, J., & Cabral, S. (2016). Global value chains: A survey of drivers and measures. *Journal of Economic Surveys*, 30(2), 278-301. doi:10.1111/joes.12097. Retrieved from: <http://onlinelibrary.wiley.com/doi/10.1111/joes.12097/full>

- von Geibler, J., Cordaro, F., Kennedy, K., Lettenmeier, M., & Roche, B. (2016). Integrating resource efficiency in business strategies: a mixed-method approach for environmental life cycle assessment in the single-serve coffee value chain. *Journal of Cleaner Production*, 115, 62-74. doi:10.1016/j.jclepro.2015.12.052.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 4

Readings

- Chapter 5 in *Crafting and executing strategy: The quest for competitive advantage* (20th ed.).
- Gould, A. M., & Desjardins, G. (2015). A spring-clean of Michael Porter's attic. *Competitiveness Review*, 25(3), 310-323. doi:10.1108/CR-04-2014-0008.
- Luoma, M. A. (2015). Revisiting the strategy-performance linkage. *Management Decision*, 53(5), 1083-1106. doi:10.1108/MD-10-2014-0593.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking Assignment (100 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: Under Armour

Before beginning this case analysis assignment, read through the Guide to Case Analysis on pages CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the Under Armour case study on pages C-50 through C-72 of your text. Review the items below that relate to the case study.

1. Video Title: Under Armour to Blame for U.S. Speed Skaters' Struggles?

- **Author:** Wall Street Journal
- **Link:** <https://www.youtube.com/watch?v=uN4JFPS9ofo>

2. Video Title: Under Armour to speedskaters: It's not the suits

- **Author:** CNN
- **Link:** <https://www.youtube.com/watch?v=WpEzyhSsosA>

3. Horovitz, B. (2014, February 21). Under Armour surges on Olympic renewal news. Retrieved from <http://www.usatoday.com/story/money/business/2014/02/21/under-armour-olympic-games-winter-olympics-sochi-games-mach-39/5645977/>

After you complete the reading and watch the videos, develop responses to each of the following questions.

1. How strong are the competitive forces confronting Under Armour, Nike, and The Adidas Group? Do a five-forces analysis to support your answer.
2. Does Under Armour have any core competencies and, if so, what are they?

3. Does Under Armour have any resource strengths or competitive capabilities that qualify as a distinctive competence?
4. What does a SWOT analysis reveal about the overall attractiveness of Under Armour's situation?
5. What are the key elements of Under Armour's strategy?
6. Which one of the five generic competitive strategies discussed in Chapter 5 most closely approximates the competitive approach that Under Armour is employing?
7. What is impressive about Under Armour's financial performance during the 2008-2013 period (as shown in case Exhibit 1)?
8. What 3-4 top priority issues do Kevin Plank and Under Armour management need to address?
9. What recommendations would you make to Under Armour CEO Kevin Plank? At a minimum, your recommendations should cover what to do about each of the top priority issues identified in question 8.
10. What changes has the company made since 2014 to address the issues identified in question 8?

Your paper should be 6- to 8-pages long, excluding title page and references, with support from a minimum of two external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

Option #2: Lululemon Athletica

Before beginning this case analysis assignment, read through the Guide to Case Analysis on pages CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the Lululemon Athletica case study on pages C-73 through C-90 of your text. Review the items below that relate to the case study.

1. **Video Title: Lululemon's CEO Chip Wilson's Apology Called Worst Ever**
 - **Author:** ABC News
 - **Link:** <http://www.youtube.com/watch?v=u4jIBITikSk>
2. **Video Title: Exclusive Interview with Lululemon Founder Chip Wilson**
 - **Author:** WinnipegFreePress
 - **Link:** <http://www.youtube.com/watch?v=O6MANRD70Jk>
3. Sherman, L. (2016, January 25). The rise, stumble and future of Lululemon. Retrieved from <http://www.businessoffashion.com/articles/intelligence/the-rise-stumble-and-future-of-lululemon>

After you complete the reading and watch the videos, develop responses to each of the following questions.

1. How strong are the competitive forces confronting Lululemon in the market for performance-based yoga and fitness apparel? Do a five-forces analysis to support your answer.
2. What do you see as the key success factors in the market for performance-based yoga and fitness apparel?
3. What does a SWOT analysis reveal about the overall attractiveness of Lululemon's situation?
4. What are the primary components of Lululemon's value chain?
5. What are the key elements of Lululemon's strategy?
6. Which one of the five generic competitive strategies discussed in Chapter 5 most closely approximates the competitive approach that Lululemon is employing?
7. What do the data in case Exhibit 1 reveal about Lululemon's financial and operating performance?
8. What 3-4 top priority issues do CEO Laurent Potdevin and Lululemon management need to address?
9. What recommendations would you make to Lululemon CEO Laurent Potdevin? At a minimum, your recommendations should cover what to do about each of the top priority issues identified in question 8.
10. What changes has the company made since 2014 to address the issues identified in question 8?

Your paper should be 6- to 8-pages long, excluding title page and references, with support from a minimum of two external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

Module 5

Readings

- Chapters 6 and 7 in *Crafting and executing strategy: The quest for competitive advantage* (20th ed.).
- Cravens, D. W., Piercy, N. F., & Baldauf, A. (2009). Management framework guiding strategic thinking in rapidly changing markets. *Journal of Marketing Management*, 25(1/2), 31-49.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking Assignment (85 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: Tesla Motors

Before beginning this case analysis assignment, read through the Guide to Case Analysis on pages CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the Tesla Motors case study on pages C-245 through C-272 of your text. Review the items below that relate to the case study.

1. Article: Dyer, J. Gregersen, H, & Furr, N. (2015). Tesla's secret formula. (cover story). *Forbes*, 196(3), 90-118.
2. **Video Title:** The futuristic vision that's driven Tesla's value above \$30 billion
Author: Yahoo
Link: <https://www.youtube.com/watch?v=RP0CJpcHhww>
3. **Video Title:** Elon Musk: How I'm Guaranteeing Tesla Model S Car
Author: Bloomberg
Link: <http://search.alexanderstreet.com.csuglobal.idm.oclc.org/view/work/2390694>

After you complete the reading and watch the videos, develop responses to each of the following questions.

1. What are the key elements of Tesla Motors' strategy?
2. Which one of the five generic competitive strategies discussed in Chapter 5 most closely approximates the competitive approach that Tesla is employing?
3. Are you impressed by the strategy Elon Musk has crafted for Tesla? Why or why not?
4. What, if any, changes/adjustments in Tesla's strategy would you recommend that Elon Musk consider?
5. What is your outlook for Tesla's future performance and its prospects for revolutionizing the global automotive industry's use of gasoline-powered engines versus battery-powered engines?

Your paper should be 3-5 pages long, excluding title page and references, with support from a minimum of three external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

Option #2: Tata Motors

Before beginning this case analysis assignment, read through the Guide to Case Analysis on pages CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the Tata Motors case study on pages C-274 through C-293 of your text. Review the items below that relate to the case study.

1. Jaguar Land Rover confident as Tata agrees business plan. (2008). *Automotive Engineer*, 33(4), 5.

2. Tata Motors' profits boosted by Jaguar Land Rover. (2014, August 11). Retrieved from <http://www.bbc.com/news/business-28743111>

After you complete the reading and watch the videos, develop responses to each of the following questions.

1. What are the key success factors for a successful firm in the global motor vehicle industry?
2. What are Tata Motors' internal strengths and weaknesses? Identify competencies and capabilities that the company's major competitors are lacking. What market opportunities does the company have and what threats can you identify that may negatively impact the company's future?
3. Would you describe Tata Motors international strategy as a global, transnational, or multidomestic strategy? Explain your answer.
4. What do you consider to be the most important problems and issues facing Tata Motors, based on your analysis of the company and the global motor vehicle industry? Prioritize these problems and issues beginning with the most important.
5. What actions would you suggest to Mr. Tata and his management team to help Tata Motors sustain or improve its competitive position in the domestic market and global markets, and its long-term financial performance?

Your paper should be 3-5 pages long, excluding title page and references, with support from a minimum of three external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

Portfolio Milestone (50 points)

This week you will submit your choice of the case study for your final project along with an annotated bibliography that includes at least five external sources that you will use to support your case evaluation. Be sure your citations adhere to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources. You can find an example annotated bibliography in the CSU-Global Library here: [Annotated Bibliography Example](#).

Module 6

Readings

- Chapter 9 in *Crafting and executing strategy: The quest for competitive advantage* (20th ed.).
- Paine, L. S. (2014). Sustainability in the boardroom. *Harvard Business Review*, 92(7/8), 86-94.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Critical Thinking Assignment (85 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: NCAA Athletics

Before beginning this case analysis assignment, read through the Guide to Case Analysis on pages CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the NCAA Athletics case study on pages C-414 through C-422 of your text. Read the following article related to the case study.

1. Martin, J., & Ganim, S. (2014, August 8). Judge rules against NCAA on compensation. Retrieved from <http://www.cnn.com/2014/08/08/sport/ncaa-student-athletes/index.html?iref=allsearch>

After completing the readings, develop responses to each of the following questions.

1. Which school of thought on ethical standards is relevant to the NCAA case? Why?
2. What were the drivers of the unethical strategies and behaviors in college sports?
3. Why was football the only sport being seriously considered for pay-for-play?
4. What were the sources of revenue for universities to fund athletic scholarships?
5. What was the cost to universities, and what was the value of pay, in the form of scholarships, that was being provided to Division I and Division II athletes?
6. Can universities afford to pay football players (beyond the present scholarship amount) for their services as athletes?
7. In your opinion, based on the case and on the materials in Chapter 9, are the amateurism and financial assistance policies of the NCAA ethical?

Your paper should be 4- to 6-pages long, excluding title page and references, with support from a minimum of two external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

Option #2: TOMS

Before you begin this case analysis assignment, read through the Guide to Case Analysis on p.CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the TOMS Shoes case study on pages C-423 through C-431 of your text and the Harvard Business Review article by Blake. Review the items below that relate to the case study.

1. Mycoskie, B. (2016). The founder of Toms on reimagining the company's mission. *Harvard Business Review*, 94(1), 41-44.
2. **Video Title: Tom's Founder on One-for-One Method: I Was Bad at Math**
 - **Author:** CBS News
 - **Link:** <http://www.youtube.com/watch?v=7gsO3PQXhyY>

After you complete the reading and watch the video, develop responses to each of the following questions.

2. Which school of thought on ethical standards is relevant to the TOMS case? Why?
3. In what ways does TOMS exercise its commitment to corporate social responsibility?
4. How does TOMS' dedication to corporate social responsibility contribute to its competitive advantage?
5. What issues do you foresee coming from TOMS' critics or what improvements do you suggest can be made on TOMS' business model and strategies?
6. How might TOMS reimagined purpose-driven mission enable the company to enhance its social responsibility and environmental sustainability?

Your paper should be 4-6 pages long, excluding title page and references, with support from a minimum of two external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

Module 7

Readings

- Chapters 10 and 11 in *Crafting and executing strategy: The quest for competitive advantage* (20th ed.).
- Brown, B., & Anthony, S. D. (2011). How P&G tripled its innovation success rate. *Harvard Business Review*, 89(6), 64-72.
- Sull, D., Homkes, R., & Sull, C. (2015). Why strategy execution unravels— and what to do about it. *Harvard Business Review*, 93(3), 57-66.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Chapter 12 in *Crafting and executing strategy: The quest for competitive advantage* (20th ed.).
- Sonnenfeld, J., Kusin, M., & Walton, E. (2013). What CEOs really think of their boards. *Harvard Business Review*, 91(4), 98-106.
- Ignatius, A. (2015). The best-performing CEOs in the world 2015. *Harvard Business Review*, 93(11), 49-59.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (300 points)

Important! Read First

You have a choice between two Portfolio Projects. Do not do both projects. Identify your Portfolio Project choice in the title of your document. When you are ready to submit, click the Module 8 Portfolio Project assignment header on the Assignments page to upload your Portfolio Project.

Option #1: Southwest Air

Before beginning this case analysis assignment, read through the Guide to Case Analysis on pages CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the Southwest Airlines in 2014 case study on pages C-340 through C-375 of your text. Review the items below that relate to the case study.

1. **Video Title: Tom Peters - Lessons from an Airline**
 - **Author:** Business Executive Education
 - **Link:** <http://www.youtube.com/watch?v=6u86ZNZUXjQ>
2. Southwest Airlines honored as a top 100 military friendly® employer. (2015, November 5). Retrieved from <http://www.prnewswire.com/news-releases/southwest-airlines-honored-as-a-top-100-military-friendly-employer-300173289.html>

After you complete the reading and watch the videos, develop responses to each of the following questions.

1. Is there anything that you find particularly impressive about Southwest Airlines?
2. What grade would you give Southwest management for the job it has done in crafting the company's strategy? What is it that you like or dislike about the strategy? Does Southwest have a winning strategy?
3. What are the key policies, procedures, operating practices, and core values underlying Southwest's efforts to implement and execute its low-cost/no frills strategy?
4. What are the key elements of Southwest's culture? Is Southwest a strong culture company? Why or why not? What problems do you foresee that Gary Kelly has in sustaining the culture now that Herb Kelleher, the company's spiritual leader, has departed?
5. What grade would you give Southwest management for the job it has done in implementing and executing the company's strategy? Which of Southwest's strategy execution approaches and operating practices do you believe have been most crucial in accounting for the success that Southwest has enjoyed in executing its strategy? Are there any policies, procedures, and operating approaches at Southwest that you disapprove of or that are not working well?
6. What weaknesses or problems do you see at Southwest Airlines as of mid-2014?
7. Do you approve of the AirTran acquisition and the way that Southwest has gone about integrating AirTran into its operations? Is the integration taking too long? Why go so slow?
8. What strategic issues and problems do Gary Kelly and Southwest executives need to address as they complete the integration of AirTran's operations into Southwest's operations and migrate AirTran's employees into the Southwest organizational and ways of doing things?

9. What recommendations would you have for Gary Kelly and Southwest executives as the company heads towards the end of 2014 and on into 2016?

Your paper should be 8-10 pages long, excluding title page and references, with support from a minimum of five external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources

Option #2: Nucor Corporation

Before beginning this case analysis assignment, read through the Guide to Case Analysis on pages CA-1 through CA-12 of your text. Make sure to pay close attention to Table 2, The Ten Commandments of Case Analysis.

Read through the Nucor case study on pages C-216 through C-244 of your text. Review the items below that relate to the case study.

1. **Video Title: Senator Schumer at Nucor Steel in Auburn to Fight for Local Steel Companies**
 - **Author:** CNYC Central
 - **Link:** <http://www.youtube.com/watch?v=-sg08Zxp9x4>
2. **Video Title: EXCLUSIVE: Tata Steel ED on Global Steel Market**
 - **Author:** ET NOW
 - **Link:** <http://www.youtube.com/watch?v=K7b9N6pISdU>
3. Hall, J. (2016, January 31). Nucor corporation forges strong operating results in weak steel market 31. Retrieved from <http://www.fool.com/investing/general/2016/01/31/nucor-corporation-forges-strong-operating-result-2.aspx>

After you complete the reading and watch the video, develop responses to each of the following questions.

1. What are the primary competitive forces impacting U.S. steel producers in general and the producers like Nucor that make new steel products via recycling scrap steel in particular? Please do a five-forces analysis to support your answer.
2. What driving forces do you see at work in this industry? Are they likely to impact the industry's competitive structure favorably or unfavorably?
3. How attractive are the prospects for future profitability of U.S. steelmakers? Should Nucor consider expanding in this type of industry environment? Why or why not?
4. What type of strategy has Nucor followed? Which of the five generic strategies discussed in Chapter 5 of the class text is Nucor employing? Is there any reason to believe that Nucor has achieved a sustainable competitive advantage over many of its steel industry rivals? If so, what type of competitive advantage does Nucor enjoy?
5. What are the specific policies and operating practices that Nucor has employed to implement and execute its chosen strategy?
6. What specific factors account for why Nucor has been so successful over the past several decades? Do these factors have more to do with great strategy, great strategy execution, or great leadership?
7. What does a SWOT analysis reveal about Nucor's situation? Does Nucor have any core or distinctive competencies?
8. What is your assessment of Nucor's financial performance the past several years? How strong is the company's financial condition?
9. What issues does Nucor management need to address?
10. What recommendations would you make to John Ferriola?

Your paper should be 8-10 pages long, excluding title page and references, with support from a minimum of five external sources. Be sure your paper adheres to the *CSU-Global Guide to Writing and APA Style*. The CSU-Global library is a good place to find these sources.

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

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 /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* 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 and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document 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.