

**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.

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## **COURSE DESCRIPTION AND OUTCOMES**

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### **Course Description:**

This course is an exploration of the essentials of business strategy development with a focus on innovation and inherent challenges associated with strategy creation and implementation. The course focuses on setting strategy, developing market opportunity analysis, and establishing organizational goals with consideration of internal and external resources, market opportunities, and return on investment. Topics include strategy, market opportunity analysis, market research, the use of new technologies, and tactics for achieving competitive advantage.

### **Course Overview:**

Students explore the strategy creation process through strategy selection, based upon analysis of internal and external factors, through implementation and evaluation of the selected strategy. Through selected readings, students apply concepts and processes to understand the value and risks associated with the strategic planning process. Competition, innovation, ethics, and sustainability, woven throughout the course, provide students with a background context for realizing the challenges that businesses face in selecting and implementing strategic choices. The discussion topics and CT assignments follow the strategic planning model and contribute to the completion of the final project. The feedback provided each week in the discussions and in the CT assignments should be used to improve each week's material in preparation for completion of the final project.

### **Course Learning Outcomes:**

1. Demonstrate an understanding of strategic management terms, models, and processes.
2. Explain the benefits and challenges of strategic management and planning.
3. Differentiate the strategic choices of different organization types.
4. Apply the concepts and processes of strategy evaluation within an organizational context.
5. Synthesize financial, ethical, and environmental factors within a strategy formulation process.
6. Identify and analyze organizational environmental factors within the context of global reach.

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## **PARTICIPATION & ATTENDANCE**

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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.

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## COURSE MATERIALS

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### Required:

David, F. R., & David, F. R. (2017). *Strategic management: A competitive advantage approach, concepts & cases* (16th ed.). Upper Saddle River, NJ: Pearson. ISBN-13: 9780134153872

**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.

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## COURSE SCHEDULE

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### 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.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### Module 1

#### Readings

- Chapter 1 in *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*
- Banahene, S., Ahudey, E., & Mensah, C. (2016). Analysis of macro environment for strategy implementation: What is important to handicraft export organizations in Ghana? *International Journal of Business Management & Economics*, 7(3), 632-642.
- Bashir, M., & Verma, R. (2017). Why business model innovation is the new competitive advantage. *IUP Journal of Business Strategy*, 14(1), 7-17.
- Mackay, D., & Zundel, M. (2017). Recovering the divide: A review of strategy and tactics in business and management. *International Journal of Management Reviews*, 19(2), 175–194.
- Martin, R. L. (2014). The big lie of strategic planning. *Harvard Business Review*, 92(1/2), 78-84.

#### Discussion (25 points)

### Module 2

#### Readings

- Chapter 2 in *Strategic Management: A Competitive Advantage Approach, Concepts*

- Anderson, S. E., & Jamison, B. (2015). Do the top U.S corporations often use the same words in their vision, mission and value statements? *Journal of Marketing and Management*, 6(1), 1-15.
- MacLeod, L. (2015). Mission, vision and values statements: The physician leader's role. *Physician Leadership Journal*. 3(5), 18-25.
- Popovski, V., Borota Popovska, M., & Topuzovska Latkovikj, M. (2015). Firm's innovativeness performance as a matter of strategic determination: Mission statement innovation value. *Economic Development / Ekonomiski Razvoj*, 17(3), 29-46.

### 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: Stages of Strategic Management

Select a publicly held company that interests you. Visit the company's corporate website to learn how it engages in strategic management. Remember that strategy is a long-term commitment to achieving future advantages and position within the selected industry or industries. Keep in mind that larger, more formal companies have more information available on their strategic management processes. Strategic management processes are the actions/processes used to determine their selected strategy or strategies. Perform a keyword search of the following terms on the corporate website of the company that you have selected:

- Strategic management/planning
- Strategy formulation
- Strategy implementation
- Strategy evaluation

On the corporate website, look for the most current *Form 10K* and review the document. If you have any difficulty finding the Form 10K on the corporate website, you can use a search through your preferred search engine using both the company's name and "Form 10K" in the search criteria. Discuss how your chosen company engages in the three stages of strategic management. Provide as much of the following information as possible:

- Give specific examples of how the company formulates strategic decisions.
- Give specific examples of how the company implements strategic decisions.
- Give specific examples of how the company evaluates strategic decisions.
- Give specific examples of whether or how the company relies on innovation strategies.
- Are the three stages of strategic management process separated and well defined within the company?

Your paper should meet the following requirements:

- Include four to six pages in length, organized, and well-written in conformity with CSU-Global APA Style Guide.
- Support your answers using four to six peer-reviewed articles/professional sources in addition to the textbook.
- Include a title page, section headers, introduction, conclusion, and references page.

Review the Critical Thinking grading rubric found in the Week 1 folder to see how you will be graded for this assignment.

## **Option #2: Stages of Strategic Management**

You have been hired as a university professor teaching a master's level course on strategic planning and innovation. Your first lecture or presentation to the class covers the following topics:

Select a publicly held company that you believe your students will find interesting. Log on to the company's corporate website to learn how this company engages in strategic management. Remember that strategy is a long-term commitment to achieving future advantages and position within the selected industry or industries. Keep in mind that larger, more formal companies will have more information available on their strategic management processes. Strategic management processes are the actions/processes used to determine their selected strategy or strategies. Perform a keyword search of the following terms on the corporate website of the company that you have selected:

- Strategic management/planning
- Strategy formulation
- Strategy implementation
- Strategy evaluation

On the corporate website, look for the most current *Form 10K* and review this form. If you have any difficulty finding the Form 10K on the corporate website, you can use a search through your preferred search engine using both the company's name and "Form 10K" in the search criteria.

Prepare a well-developed presentation discussing how this company engages in the three stages of strategic management. Provide as much of the following information as possible:

- Give specific examples of how the company formulates strategic decisions.
- Give specific examples of how the company implements strategic decisions.
- Give specific examples of how the company evaluates strategic decisions.
- Give specific examples of whether or how the company relies on innovation strategies.
- Are the three stages of strategic management process separated and well defined within the company?

When creating your presentation (Using PowerPoint, Prezi, or other presentation software), be sure to follow these guidelines:

- Create 8-10 slides in length, plus a title page and reference page.
- Include speaker's notes containing 50-100 words per slide.
- Incorporate graphics and other multimedia.
- Format according to CSU-Global APA Style Guide.
- Support your answers using four to six peer-reviewed articles/professional sources in addition to the textbook.

### **Portfolio Milestone (25 points)**

This Portfolio Project milestone applies to both Portfolio Project options.

#### **Target Organization Discussion**

This week, choose the target organization for your Portfolio Project that resonates with you and your career interests, and discuss a vision statement for your chosen organization. Below is a list of organizations to consider as your target organization. The case studies provide insights and information that you can use in your Portfolio Project.

1. Domino's Pizza, Inc.
2. Spirit Airlines, Inc.
3. Buffalo Wild Wings, Inc.
4. Rite Aid Corp.
5. Best Buy Co.
6. Publix Super Markets, Inc.
7. JPMorgan Chase & Co.
8. Walt Disney Company
9. Lowe's Companies, Inc.
10. United Parcel Services, Inc.
11. United States Postal Service
12. Crocs, Inc.
13. Snyder's-Lance, Inc.
14. Netgear, Inc.
15. Polaris Industries, Inc.
16. Under Armour, Inc.
17. Avon Products, Inc.
18. Exxon Mobil Corporation
19. Microsoft Corporation
20. The Emirates Group
21. Royal Bank of Canada
22. Embraer S.A.
23. Bayerische Motoren Werke (BMW) Group
24. Davide Campari-Milano, S.p.A.
25. L'Oréal Group S.A.
26. Nikon Corporation
27. Grupo Modelo S.A.B.
28. Pearson PLC
29. Lenovo Group Limited

You are not limited to this list. If there is another organization that you are interested in, post it as your target organization. Include a paragraph as to why you have selected this organization.

As the vice president of your chosen organization, submit a summary of your vision statement for your organization for grading. Your summary must follow these guidelines:

- Complete one page in length that is well-written in conformity with CSU-Global APA Style Guide.
- Support your summary using three to four peer-reviewed articles/professional sources in addition to the textbook.
- Include a title page, introduction, and reference page.
- Review the grading rubric to see how you will be graded for this assignment.

### **Module 3**

#### **Readings**

- Chapters 3 & 4 in *Strategic Management: A Competitive Advantage Approach, Concepts*
- Capps, C. J., & Cassidy, C. M. (2016). Expanding the competitive profile matrix: Introducing the financial competitive profile matrix. *Academy of Strategic Management Journal*, 15(2), 9-14.

## Discussion (25 points)

### Critical Thinking (110 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: Environmental Analysis 1

Using the Portfolio Project target organization that you selected and has been approved by your instructor, complete the following three-step process:

1. Conduct an external assessment and complete either an External Factor Evaluator (EFE) or a Competitive Profile Matrix (CPM). Use the following five websites in conducting your assessment:
  - Market Watch
  - Hoovers
  - MSN Money
  - eTrade
  - MSU Global Edge
2. Conduct an internal assessment and complete an Internal Factor Evaluator (IFE). Use the following documents, which may be found in the target organization's corporate website:
  - Most current Form 10K document
  - Most current annual report
3. Prepare a well-written paper describing the findings that you discovered by *analyzing the data* from the external assessment and from the internal assessment. *Present your findings*. Consider putting some of the data into a graphical display (chart, figure, table) to present information in a clear way. Use citations to substantiate your ideas. Insert the completed matrixes as appendixes and reference them within the body of the paper according to APA standards.

Your paper should meet the following requirements:

- Create four to six pages in length, organized, and well-written in conformity with [CSU-Global APA Style Guide](#).
- Support your answers using four to six peer-reviewed articles/professional sources in addition to the textbook.
- Include a title page, section headers, introduction, conclusion, and reference page.

#### Option #2: Environmental Analysis 2

Option two provides you with the opportunity to present the following information in a power point presentation.

Using the Portfolio Project target organization selected by you and that has been approved by your instructor, complete the following three-step process:

1. Conduct an external assessment and complete either an External Factor Evaluator (EFE) or a Competitive Profile Matrix (CPM). Use the following five websites in conducting your assessment:
  - Market Watch
  - Hoovers

- MSN Money
  - eTrade
  - MSU Global Edge
2. Conduct an internal assessment and complete an Internal Factor Evaluator (IFE). Use the following documents, which may be found in the target organization’s corporate website:
    - Most current Form10K document
    - Most current annual report
  3. Prepare a well-developed presentation that includes the above information and describe the findings that you discovered by *analyzing the data* from the external assessment and from the internal assessment. *Present your findings.* Consider putting some of the data into a graphical display (chart, figure, table) to present information in a clear way. Use citations to substantiate your ideas. Insert the completed matrixes as appendix slides and reference them within the body of the presentation, according to APA standards.

Your presentation should meet the following requirements:

- Create 8-10 slides in length, plus a title page and reference page. Your references must be peer-reviewed articles/professional sources (4-6) in addition to the textbook.
- Include speaker’s notes containing 50-100 words per slide to elaborate on the visual/text content on the slide.
- Format according to CSU-Global APA Style Guide with a reference page.

## **Module 4**

### **Readings**

- Chapters 5 & 11 in *Strategic Management: A Competitive Advantage Approach, Concepts*
- Shivakumar, R. (2014). How to tell which decisions are strategic. *California Management Review, 56*(3), 78-97.

### **Discussion (25 points)**

### **Portfolio Milestone (25 points)**

### **Portfolio Outline (with Strategy Options)**

This is the perfect point in the course to review the project and gain more knowledge about the strategy planning process.

Incorporating everything that you have learned to date about your target company and analyzing that content will begin to reveal potential strategic options.

Make sure you understand and have documented long-term objectives or make assumptions about long-term objectives and identify them as assumptions. Use the table below to identify potential strategies.

<b>Strategy</b>	<b>Definition</b>	<b>Examples</b>
Forward Integration	Gaining ownership or increased control over distributors or retailers	Forward Integration—PayPal is pushing its services off the Web and into stores via an agreement with Discover card.
Backward Integration	Seeking ownership or increased control of a firm’s suppliers	Backward Integration—Fancy Motels Inc. acquiring a furniture manufacturer.

Horizontal Integration	Seeking ownership or increased control over competitors.	Horizontal Integration—Britain’s GlaxoSmithKline PLC acquired Human Genome Sciences Inc. for \$3 billion.
Market Penetration	Seeking increased market share for present products or services in present markets through greater marketing efforts.	Market Penetration—PepsiCo is heavily advertising its new Diet Pepsi special-edition silver cans featuring the blue-and-red Pepsi logo in a heart shape.
Market Development	Introducing present products or services into new geographic area.	Market Development—China Petrochemical purchased three Canadian oil companies, Daylight Energy, Tanganyika Oil, and Syncrude Canada.
Product Development	Seeking increased sales by improving present products or services or developing new ones.	Product Development—General Electric is building new composite material jet engines, whereas rival Pratt & Whitney is developing newly designed jet engines.
Related Diversification	Adding new but related products or services.	Related Diversification—The toy retailer Toys ‘R Us developed a new Wi-fi tablet computer for children (the Tabeo for \$149.99)
Unrelated Diversification	Adding new, unrelated products or services.	Unrelated Diversification—Retailer IKEA is opening a chain of motels in Europe.
Retrenchment	Regrouping through cost and asset reduction to reserve declining sales and profit.	Retrenchment—Callaway Golf cut 12 percent of its workforce; Deutsche Bank AG cut 1,000 jobs from its investment bank segment
Divestiture	Selling a division or part of an organization.	Divestiture—Dean Foods sold off its WhiteWave-Alpro organic dairy business
Liquidation	Selling all of a company’s assets, in parts, for their tangible worth.	Liquidation—Big Sky Farms, one of Canada’s biggest hog-producing forms, liquidated.

(Adapted from Chapter 5, Table 5-4, David & David, 2017)

This week, develop and submit an outline of your Portfolio Project.

- State your topic.
- Detail the specifics on the company you chose.
- Provide an outline of your paper.
  - Your outline should include headers (the major topics), major resources, and the intended flow of the information in the project.
  - Under each header, write a few sentences on what you think you might cover in that section.
- Provide four scholarly articles that you might consider using for your final Portfolio Project. Give a short reason why each would be pertinent to your project.
  - This is not expected to be a final list. The goal here is to motivate you to begin examining research that might help you in your final Portfolio Project.
  - Add a reference section for your research sources.
- Format your outline according to the CSU-Global APA Style Guide.

## **Module 5**

### **Readings**

- Chapter 6 in *Strategic Management: A Competitive Advantage Approach, Concepts*
- Anderson-Winchell, P. (2016). Doing good in your community is good for business. *Westchester County Business Journal*, 52(37), 23.
- Brosan, D., & Levin, M. (2017). Strategic planning in the nonprofit world: What does it look like? *OD Practitioner*, 49(4), 67–69.

### **Discussion (25 points)**

### Critical Thinking (110 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 Formulation: The Matching and Decision Stages

The Module 5 Critical Thinking Assignment is a continuation of assessment of your target organization and a building block to the Portfolio Project.

Before beginning this exercise, review the Strategy-Formulation Analytical Framework below. This Critical Thinking Assignment focuses on Stage 2: The Matching Stage.

<b><u>STAGE 1: THE INPUT STAGE</u></b>				
External Factor Evaluation (EFE) Matrix		Competitive Profile Matrix (CPM)		Internal Factor Evaluation (IFE) Matrix
<b><u>STAGE 2: THE MATCHING STAGE</u></b>				
Strengths- Weaknesses- Opportunities- Threats (SWOT) Matrix	Strategic Position and Action Evaluation (SPACE) Matrix	Boston Consulting Group (BCG) Matrix	Internal-External (IE) Matrix	Grand Strategy Matrix
<b><u>STAGE 3: THE DECISION STAGE</u></b>				
Quantitative Strategy Planning Matrix				

(Adapted from Figure 6-2: The Strategy-Formulation Analytical Framework, David & David, 2017)

Then, choose two tools that are used in the matching stage that are appropriate for your target organization; there are several tools/matrices displayed and explained in the textbook. *Please select two tools for this assignment from your textbook* (SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, Grand Strategy Matrix).

When you have completed the matrices, write an executive summary to include the following:

- An overview of your target organization
- An explanation of the Strategy-Formulation Analytical Framework (Figure 6-2)
- The synthesized findings from Stage 1: The Input Stage
- The rationale for the Stage 2 tools that you chose for this assignment
- In your explanation, include examples of how this organization communicates with stakeholders and evidence of innovation supporting actions. Refer to the Luo & Du (2015) article in this week's readings for more information and examples.

You may use figures and tables within the executive summary to condense information if you wish. Include both Stage 1 and Stage 2 exhibits that you have developed as Appendixes. Adhere to APA standards for tables, figures, and appendices.

When writing your paper, be sure to follow these guidelines:

- Create four to six pages in length, organized, and well-written in conformity with CSU-Global APA Style Guide.

- Support your answers using four to six peer-reviewed articles/professional sources in addition to the textbook.
- Include a title page, section headers, introduction, conclusion, and reference page.

**Option #2: Strategy Formulation: The Matching and Decision Stages**

The Module 5 Critical Thinking Assignment is a continuation of assessment of your target organization and a building block to the Portfolio Project.

Before beginning this exercise, review the Strategy-Formulation Analytical Framework below. This Critical Thinking Assignment focuses on Stage 2: The Matching Stage.

<u>STAGE 1: THE INPUT STAGE</u>				
External Factor Evaluation (EFE) Matrix		Competitive Profile Matrix (CPM)	Internal Factor Evaluation (IFE) Matrix	
<u>STAGE 2: THE MATCHING STAGE</u>				
Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix	Strategic Position and Action Evaluation (SPACE) Matrix	Boston Consulting Group (BCG) Matrix	Internal-External (IE) Matrix	Grand Strategy Matrix
<u>STAGE 3: THE DECISION STAGE</u>				
Quantitative Strategy Planning Matrix				

(Adapted from Figure 6-2: The Strategy–Formulation Analytical Framework, David & David, 2017)

Then, choose two tools that are used in the matching stage that are appropriate for your target organization; there are several tools/matrices displayed and explained in the textbook. At least **one of those tools** for this assignment must come from your textbook (SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, Grand Strategy Matrix). The second tool may come from another source. Please include the source for this second tool and explain how this tool is appropriate for your target organization.

When you have completed the matrices, write an executive summary to include the following:

- An overview of your target organization
- An explanation of the Strategy-Formulation Analytical Framework (Figure 6-2)
- The synthesized findings from Stage 1: The Input Stage
- The rationale for the Stage 2 tools that you chose for this assignment
- In your explanation, include examples of how this organization communicates with stakeholders and evidence of innovation supporting actions. Refer to the Luo & Du (2015) article in this week’s readings for more information and examples.

You may use figures and tables within the executive summary to condense information if you wish. Include both Stage 1 and Stage 2 exhibits that you have developed as Appendices. Adhere to APA standards for tables, figures, and appendices.

When writing your paper, be sure to follow these guidelines:

- Create four to six pages in length, organized, and well written in conformity with CSU-Global APA Style Guide.
- Support your answers using four to six peer-reviewed articles/professional sources in addition to the textbook.
- Include a title page, section headers, introduction, conclusion, and reference page.

## **Module 6**

### **Readings**

- Chapters 7, 8, & 9 in *Strategic Management: A Competitive Advantage Approach, Concepts*
- Bartkowiak, P., & Rutkowski, I. P. (2016). The role of information in product innovation process and assortment management. *LogForum*, 12(2), 113-122.
- Radomska, J. (2014). Operational risk associated with the strategy implementation. *Management (1429-9321)*, 18(2), 31-43.

### **Discussion (25 points)**

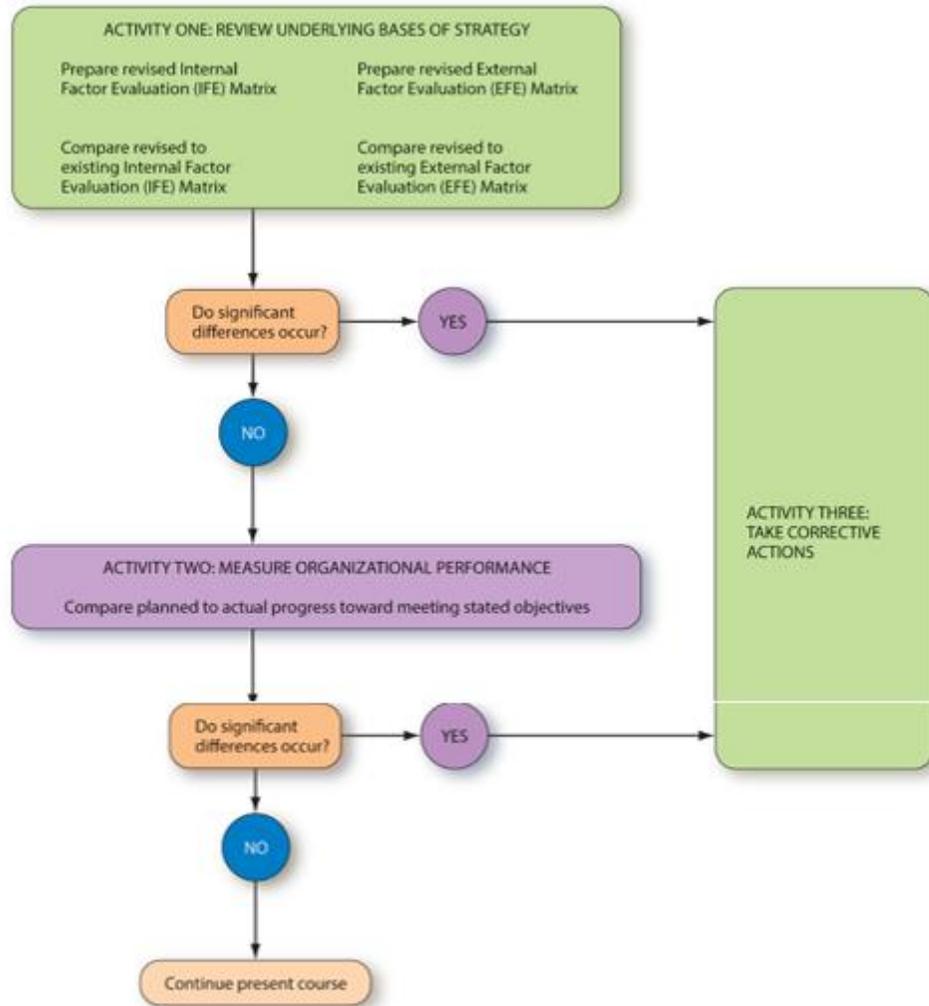
#### **Critical Thinking (110 points)**

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 Implementation and Evaluation**

Evaluating the effectiveness of strategies may perhaps be more important than choosing strategies. Decision makers are challenged with the complexity of gathering organizational performance data, reviewing results, assessing and analyzing the information, and making an informed decision on what to do next. This strategy management part of the process is all within the context of an ever-shifting competitive environment.

In this week's Critical Thinking Assignment, prepare a presentation of an evaluation framework (consider Figure 9.2 in the textbook) that may be appropriate for your target organization. This is your opportunity to apply this process to the course work you have already completed to make any needed changes. Include three sources (information either available within the organization or available through external research) of information that you would need to support your evaluation. Develop a deeper understanding of review, evaluation, and control by completing the required reading in the textbook, studying the module lectures, and identifying four academic studies from scholarly journals relevant to the topic. Please select four academic studies published within the last three years.



(Source: Figure 9.2: A Strategy Evaluation Framework, David & David, 2017)

Your presentation should meet the following requirements:

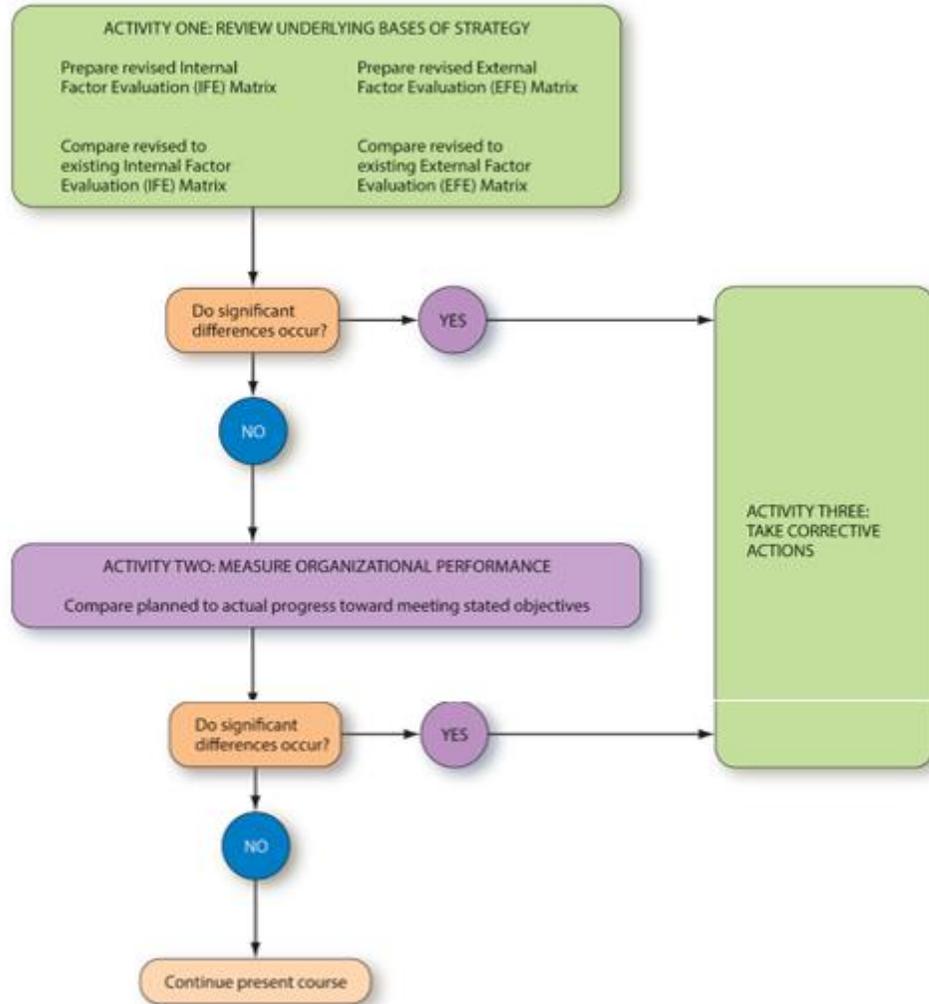
- Create at least seven slides in length, excluding a title page and reference page.
- Include speaker's notes containing 50-100 words per slide to elaborate on the visual/text content on the slide.
- Format according to CSU-Global APA Style Guide with a reference page.
- Support your presentation with four to six peer-reviewed articles/professional sources in addition to the textbook.

### Option #2: Strategy Implementation and Evaluation

Evaluating the effectiveness of strategies may perhaps be more important than choosing strategies. Decision makers are challenged with the complexity of gathering organizational performance data, reviewing results, assessing and analyzing the information, and making an informed decision on what to do next. This strategy management part of the process is all within the context of an ever-shifting competitive environment.

In this week's Critical Thinking Assignment, prepare a presentation of an evaluation framework (consider Figure 9.2 in the textbook) that may be appropriate for your target organization. This is your opportunity to apply this process to the course work you have already completed to make any needed changes.

This memo is directed to the CEO of the company. The CEO requested this information in the CEO's preparation for the upcoming Board of Directors meeting. Include three sources (information either available within the organization or available through external research) of information that you would need to support your evaluation. Develop a deeper understanding of review, evaluation, and control by completing the required reading in the textbook, studying the module lectures, and identifying four to six academic studies from scholarly journals that are relevant to the topic. Please select academic studies published within the last three years.



(Source: Figure 9.2: A Strategy Evaluation Framework, David & David, 2017)

Your memo should meet the following requirements:

- Create four to six pages in length, excluding a title page and reference page.
- Format in conformity with CSU-Global APA Style Guide.
- Supported your work with four to six peer-reviewed articles/professional sources in addition to the textbook.

## Module 7

### Readings

- Chapter 9 in *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*
- Hansen, E.G. & Shaltegger, S. (2018). Sustainability balanced scorecards and their architectures: Irrelevant or misunderstood? *Journal of Business Ethics*, 150(4), 937-952.

- Shimizu, K. (2017). Senders' bias: How can top managers' communication improve or not improve strategy implementation? *International Journal of Business Communication*, 54(1), 52-69.

### Discussion (25 points)

### Career Development (50 points)

#### Networking

**Career development assignments are placed in various courses throughout your program. The inclusion of career-related assignments is to provide students with knowledge of actions they can take to strengthen their job placement and learn about resources available in career advancement.**

Networking is a vital part of any successful job search. This assignment walks you through some productive networking resources and activities. By now, you are creating a foundation for your successful job search. You have evaluated your strengths and weaknesses against the requirements needed to succeed in your profession. Now you will take what you have learned and actively join and participate in your professional network.

To complete this assignment, begin with resources in the Student Career Center, and then explore other online networking resources, such as LinkedIn, to establish yourself as an active member of your professional network.

#### Assignment Preparation/Activities

- Go to the CSU-Global Career Center and review the following content:
  - *Effective Job Search Strategies: Tools to Assist in the Job Search, Networking in the Student Career Center*
  - Networking [videos]: Networking: What is it and how do you do it? *and Networking Skills*
  - Building a Brand [video]: Building Your Brand
  - *Career Coach* in the Student Career Center
- Use the internet and your work on previous career assignments to research professional organizations in your network. Reach out to a professional mentor or career coach. Note that CSU-Global provides all students a free 50-minute session with a professional career coach.
- Join *LinkedIn* and, using all of the information you have been gathering in your Career Portfolio, build your LinkedIn profile. For this assignment, make sure your profile is 90% complete. You will submit a screenshot of your profile as an addendum to this week's assignment. For additional information, see these LinkedIn resources:
  - An Introduction/Overview of LinkedIn [video]
  - Creating a LinkedIn Profile [video]
  - LinkedIn Etiquette

#### Assignment Requirements

Develop a well-written three- to four-page paper that includes:

- A description of the role that networking can play in your professional life.
- A summary of your "professional brand," including how you can keep your professional brand consistent across social and professional platforms.
- A description of two professional organizations in (your degree field) that you would like to join. What are the benefits of becoming a member of these organizations?
- Discuss the steps you have taken, or the steps you will take, to develop a professional connection with a mentor or a career coach.
- In addition to your paper, include a screen shot of your 90% complete LinkedIn profile.

Always follow the CSU-Global APA Style Guide and review the library material concerning APA style before turning in this assignment.

## **Module 8**

### **Readings**

- Chapter 10 in *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*
- Delta. (2015). Environmental sustainability.
- Preuss, L., Barkemeyer, R., & Glavas, A. (2016). Corporate social responsibility in developing country multinationals: Identifying company and country level influences. *Business Ethics Quarterly*, 26(3), 347-378.

### **Discussion (25 points)**

#### **Portfolio Project (300 points)**

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

#### **Option #1: Comprehensive Written Case Analysis**

The Portfolio Project for this course is a *comprehensive written case analysis*. To complete the comprehensive written analysis, apply the strategic management process that is studied in every module within this course. To support the understanding of a comprehensive written analysis, review “Part 6: Strategic-Management Case Analysis” in the textbook.

You are the vice president of the XYZ (your selected/target organization used throughout the course) Corporation. You have been asked to analyze the organization and make strategic recommendations to your executive team. Your comprehensive written analysis of an approved *target organization* from the textbook case studies (identified in Week 2) should include the following elements:

- Current vision, mission, objectives, and strategies.
- Recommendations for improvement of vision and mission, or explanation of why these statements are valuable with no changes needed.
- Competitive Profile Matrix (CPM).
- External Factor Evaluation Matrix (EFE).
- Internal Factor Evaluation Matrix (IFE).
- A total of three *Stage 2: Matching Stage* tool outputs. At least two of the three tools used must be from Chapter 6 of the textbook. There is an option to use one Matching Stage tool not found in the textbook that is a tested, credible instrument.
- Recommendations for specific strategies and long-term objectives to support selected strategies. Include how global diversity and a culture of innovation aligns with the long-term objectives that support the selected strategies.
- Strategy implementation risks: cultural, operational, systems, financial.
- Projected financial statement with assumptions.
- Recommendation for annual goals, policies and data/information needed according to your projections to support the successful implementation of your selected strategies or strategy. Include the organization’s need to support sustainability, ethics, and innovation to support your recommendations.
- Recommendation for strategy review, evaluation, and improvement process.

Your well-written paper should meet the following requirements:

- Eight to ten pages in length. **All tables and projections should be placed in appendices and will not count toward the overall page length.**
- Write as though you are a vice president being asked to analyze the target organization's internal and external environment to recommend strategies for the future.
- Divide into the following **sections**:
  - Introduction
    - Current vision, mission, objectives, and strategies
    - Recommendations for improvement of vision and mission
  - Strategy Formulation-Input Stage, Matching Stage, Decision Stage
    - Competitive Profile Matrix (CPM)
    - External Factor Evaluation Matrix (EFE)
    - Internal Factor Evaluation Matrix (IFE)
    - Input Stage
    - Matching Stage (choose 3)
    - Decision Stage
  - Strategy Implementation
    - Projections
    - Risks
  - Strategy Evaluation
    - Recommendations for specific strategies and long-term objectives
    - Strategy implementation risks: cultural, operational, systems, financial
    - Recommendation for strategy review, evaluation, and improvement process
  - Financial Projections and Goal Setting
    - Projected financial statement with assumptions
    - Recommendation for annual goals and policy according to projections
  - Conclusion
- Write in graduate level, **clear, and concise business language.**
- Formatted according to CSU-Global APA Style Guide.
- Support your project with 10 to 12 peer-reviewed articles/professional journals in addition to the textbook.

### **Option #2: Comprehensive Written Case Analysis**

The Portfolio Project for this course is a *comprehensive written case analysis*. To complete the comprehensive written analysis, you will apply the strategic management process that is studied in every module within this course. To support the understanding of a comprehensive written analysis, review “Part 6: Strategic-Management Case Analysis” in the textbook.

You've been hired as an external consultant of XYZ Corporation (your selected target organization). You have been asked to analyze the organization and make strategic recommendations to your executive team. Your comprehensive written analysis of an approved **target organization** from the textbook case studies (identified in Week 2) should include the following elements:

- Current vision, mission, objectives, and strategies.
- Recommendations for improvement of vision and mission.
- Competitive Profile Matrix (CPM).
- External Factor Evaluation Matrix (EFE).
- Internal Factor Evaluation Matrix (IFE).

- A total of three *Stage 2: Matching Stage* tool outputs. At least two of the three tools used must be from Chapter 6 of the textbook. There is an option to use one Matching Stage tool not found in the textbook that is a tested, credible instrument.
- Recommendations for specific strategies and long-term objectives. Include how global diversity and a culture of innovation aligns with the long-term objectives that support the selected strategies.
- Strategy implementation risks: cultural, operational, systems, financial.
- Projected budget statements with assumptions (i.e., the budget results from your recommendations as the consultant hired to assist in this process).
- Recommendation for annual goals, policies and data/information needed according to your projections to support the successful implementation of your selected strategies or strategy. Include the organization's need to support sustainability, ethics, and innovation to support your recommendations.
- Recommendation for actions this organization should take to increase agility and innovation. You may also include additional ideas to support the organization's continued success. Please consider sustainability and global competition in your paper.

Your well-written paper should meet the following requirements:

- Eight to ten pages in length. **All tables and projections should be placed in appendices and will not count toward the overall page length.**
- Write as though you are a **consultant** being asked to analyze the target organization's internal and external environment to recommend strategies for the future.
- Divide into the following **sections**:
  - Introduction
    - Current vision, mission, objectives, and strategies
    - Recommendations for improvement of vision and mission
  - Strategy Formulation
    - Competitive Profile Matrix (CPM)
    - External Factor Evaluation Matrix (EFE)
    - Internal Factor Evaluation Matrix (IFE)
    - Input Stage
    - Matching Stage (choose 3)
    - Decision Stage
  - Strategy Implementation
    - Projections
    - Risks
  - Strategy Evaluation
    - Recommendations for specific strategies and long-term objectives
    - Strategy implementation risks: cultural, operational, systems, financial
  - Financial Projections and Goal Setting
    - Projected budget statements with assumptions (i.e., the budget results from your recommendations as the consultant hired to assist in this process)
    - Recommendation for annual goals and policy according to projections
  - Conclusion
- Write in graduate level, **clear, and concise business language.**
- Formatted according to CSU-Global APA Style Guide.
- Support your project with 10- 12 peer-reviewed articles/professional journals in addition to the textbook.

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## COURSE POLICIES

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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  
45% Critical Thinking Assignments  
35% Final Portfolio Project

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## IN-CLASSROOM POLICIES

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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](mailto: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.