



**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:**

In this course adult learners will examine resourceful and well-informed leadership approaches that guide organizations with strategic thinking modalities. Learners will examine future organizational challenges while assessing organizational capacity through relevant research and organizational theories.

**Course Overview:**

In today's organizational environment, executives must have a strategic mindset in order to be innovative and **competitive** in the labor market. This course examines all steps in strategic planning and thinking, including goal setting, developing **objectives** and tactics, communicating strategy, and assessing organizational climate. Students will also explore different types of strategic leadership, **strategy** formation and strategy execution. Students will also learn how to identify and develop future strategic leaders in their organizations. Finally, students will develop a formal strategic plan based on a simulated organization.

**Course Learning Outcomes:**

1. Assess strategic planning methods to ensure organizational capacity for long-term performance.
2. Develop succession planning to ensure sustainable leadership legacy.
3. Review leadership methods for creative and critical strategic thinking.
4. Evaluate organizational performance and empower individuals to enhance sustainable organizational effectiveness.
5. Analyze external environmental trends to suggest opportunities for change initiatives.

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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 seven 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:

Simerson, K., & Olson, A. (2015). *Leading with strategic thinking: Four ways effective leaders gain insight, drive change, and get results*. Hoboken, NJ: Wiley. 9781118968161

Simulation – CleanStart

<https://mitsloan.mit.edu/LearningEdge/simulations/cleanstart/Pages/default.aspx>

### Suggested:

Roth, T. (2007). *Strengthfinders 2.0*. New York: Gallup Press. ISBN: 9781595620156

(This text is used in each course throughout your program)

**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.
- **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.
- **Live Classroom:** Although participation is not required, Live Classroom sessions are held during Week 3 and Weeks 6. There are two total sessions.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### Module 1

#### Readings

- Chapter 1 *Leading with Strategic Thinking*
- Gross, R. (2016). Towards an understanding of the relationship between leadership styles and strategic thinking: A small and medium enterprise perspective. *Journal of Business Studies Quarterly*, 8(2), 22-39.
- Jankurová, A., Ljudvigová, I., & Gubová, K. (2017). Research of the nature of leadership activities 1. *Economics & Sociology*, 10(1), 135-151.

- Kazmi, S. A. Z., Naarananoja, M., & Wartsila, J. K. (2016). Integrating strategic thinking and transformational leadership for NPD idea support process. *Procedia - Social and Behavioral Sciences*, 229, 387-397.
- Maria Stock, R., Zacharias, N., & Schnellbaecher, A. (2017). How do strategy and leadership styles jointly affect co-development and its innovation outcomes? *Journal of Product Innovation Management*, 34(2), 201-222.

### **Opening Exercise (0 points)**

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

### **Critical Thinking (75 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: Executive Decision Making Paper**

For this assignment, you will write a paper evaluating an executive decision that failed. You must research a failed idea, concept, or strategy used by an organization and discuss the following:

- The leadership style of the executive leader who implemented the failed strategy.
- The strategic thinking behind the failed initiative.
- The expected outcome had the initiative/strategy been successful.
- The main reasons the initiative/strategy failed.
- The outcome of the failure and any lessons learned in the process.

Your paper should be 4-5 pages in length and conform to the CSU-Global Guide to Writing and APA. Cite at least six references (at least four scholarly/peer reviewed) to include the course textbook. The CSU-Global Library is a good place to find these resources.

#### **Option 2: Executive Decision Making Presentation**

For this assignment, evaluate an executive decision that failed. You must research a failed idea, concept, or strategy used by an organization and discuss the following:

- The leadership style of the executive leader who implemented the failed strategy.
- The strategic thinking behind the failed initiative.
- The expected outcome had the initiative/strategy been successful.
- The main reasons the initiative/strategy failed.

- The outcome of the failure and any lessons learned in the process.

Your well-crafted presentation, must include 5-7 slides, including audio, and be 3-5 minutes in length. Please include six references, at least four being scholarly/peer-reviewed discovered through the CSU-Global library. You may use the readings in the module; however, you must include additional sources. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. Contact your instructor if you have questions about the assignment.

## **Check Your Understanding**

### **Mastery Exercise**

#### **Portfolio Milestone (10 points)**

Read the overall requirements for the Portfolio Project and choose one option. Note that you will be asked to choose a company for your Portfolio Project. You will do that this week.

#### **Option #1: Prepare for Portfolio Project Option 1**

Read the overall requirements for the Portfolio Project and choose one option. Note that you will be asked to choose a company for your Portfolio Project. You will do that this week.

1. Go to: <https://mitsloan.mit.edu/LearningEdge/simulations/cleanstart/Pages/default.aspx>
2. Choose the red tab that says "Instructional Video." View the first five instructional videos, which explain how to perform the simulation required in order to complete your assignments and the final Portfolio Project for the course. These videos are VITAL to success in the simulation. Note: You do not need to view the video about playing as a class because you will be playing as an individual.
3. After you have watched the videos, you should register for the simulation. Keep in mind that the name you use to register will be your company name. Once you have watched the videos and logged into the simulation, submit your company name to your instructor.

\*The Option 1 **final** portfolio project will be a paper that should be 8-10 pages in length and conform to the CSU-Global Guide to Writing and APA.

#### **Option #2: Prepare for Portfolio Project Option 2**

1. Go to: <https://mitsloan.mit.edu/LearningEdge/simulations/cleanstart/Pages/default.aspx>
2. Choose the red tab that says "Instructional Video." View the first five instructional videos, which explain how to perform the simulation required in order to complete your assignments and the final Portfolio Project for the course. These videos are VITAL to success in the simulation. Note: You do not need to view the video about playing as a class because you will be playing as an individual.
3. After you have watched the videos, you should register for the simulation. Keep in mind that the name you use to register will be your company name. Once you have watched the videos and logged into the simulation, submit your company name to your instructor.

\*The Option 2 **final** portfolio project will be a well-crafted presentation, and must include 15-18 slides, including audio, and be 12-15 minutes in length.

## **Module 2**

### **Readings**

- Chapter 2 *Leading with Strategic Thinking*
- Kerber, K., & Buono, A. (2018). The rhythm of change leadership. *Organization Development Journal*, 36(3), 55-72.
- Neugebauer, F., Figge, F., & Hahn, T. (2016). Planned or emergent strategy making? Exploring the formation of corporate sustainability strategies. *Business Strategy and the Environment*, 25(5), 323-336. (To view this reading, please open the link provided and download the "PDF full text.")

### **Opening Exercise (0 points)**

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

### **Critical Thinking (75 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: Strategic Leadership Types Paper**

Choose two Strategic Leadership Types (Visionary, Directive, Incubating, and Collaborative) and compare and contrast them. Make sure to discuss the following:

- Traits and characteristics of both types of leader.
- How both types approach strategy formation.
- The way both types execute organizational strategy.
- An example of each type of leader and overview of how they have been successful.

Your paper should be 4-5 pages in length and conform to the CSU-Global Guide to Writing and APA. Cite at least six references (at least four scholarly/peer reviewed) to include the course textbook. The CSU-Global Library is a good place to find these resources.

#### **Option 2: Strategic Leadership Types Presentation**

Choose two Strategic Leadership Types (Visionary, Directive, Incubating, and Collaborative) and compare and contrast them.

Your well-crafted presentation, must include 8-10 slides, including audio, and be 6-7 minutes in length. Please include six references, at least four being scholarly/peer-reviewed discovered through the CSU-Global library. You may use the readings in the module; however, you must include additional sources. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation

be a video, but you can do a PowerPoint presentation with narration. Contact your instructor if you have questions about the assignment.

Create a slide presentation for your executive team regarding strategic leadership types that does the following:

- Explains traits and characteristics of both types of leader.
- Describes how both types approach strategy formation.
- Discusses the way both types execute organizational strategy.
- Provides an example of each type of leader and overview of how they have been successful.

### **Check Your Understanding (0 points)**

### **Mastery Exercise (0 points)**

### **Portfolio Milestone (20 points)**

Complete the first four rounds of your simulation. Make sure to remember your decisions and download the data for use later in the course. (NOTE: Do NOT reset the simulation, as you need to build on these four rounds.) Don't worry, as you will have a chance to reset the simulation later in the course if you choose to do so. Submit a screenshot\* of the entire screen after you have finished, as shown in the example below.

\*For instructions on how a screenshot, please click a link below.

- For a PC:  
<https://support.microsoft.com/en-us/help/13776/windows-use-snipping-tool-to-capture-screenshots>
- For a Mac: <https://support.apple.com/en-us/HT201361>

## **Module 3**

### **Readings**

- Chapter 4, pages 159-164 *Leading with Strategic Thinking*
- Pandya, S. (2017). Improving the learning and developmental potential of SWOT analysis: Introducing the LISA framework. *Strategic Direction*, 33(3), 12-14.
- Sull, D., & Sull, C. (2018). With goals, FAST beats SMART. *MIT Sloan Management Review*, 59(4), 1-11.

### **Opening Exercise (0 points)**

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

### **Live Classroom (0 points)**

### **Critical Thinking (75 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: SWOT Analysis Paper**

For this assignment, write a paper in which you do the following:

- Perform a SWOT Analysis on an organization you are personally involved with. This could be your place of employment currently or in the past, a school, volunteer organization, church, etc.
- Discuss the results of the SWOT Analysis with emphasis on the opportunities and threats you've identified.
- Explain how you would prioritize identified opportunities and how you plan to overcome any threats/obstacles you've identified.

Your paper should be 4-5 pages in length and conform to the CSU-Global Guide to Writing and APA. Cite at least six references (at least four scholarly/peer reviewed) to include the course textbook. The CSU-Global Library is a good place to find these resources.

### **Option 2: SWOT Analysis Presentation**

Your well-crafted presentation, must include 5-7 slides, including audio, and be 3-5 minutes in length. Please include six references, at least four being scholarly/peer-reviewed discovered through the CSU-Global library. You may use the readings in the module; however, you must include additional sources. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. Contact your instructor if you have questions about the assignment.

Create a presentation for the Board of Directors that does the following:

- Perform a SWOT Analysis on an organization you are personally involved with. This could be your place of employment currently or in the past, a school, volunteer organization, church, etc.
- Discuss the results of the SWOT Analysis with emphasis on the opportunities and threats you've identified.
- Explain how you would prioritize identified opportunities and how you plan to overcome any threats/obstacles you've identified.

### **Check Your Understanding (0 points)**

### **Mastery Exercise (0 points)**

### **Portfolio Milestone (20 points)**

Complete four additional rounds of your simulation (for a total of eight rounds between Modules 2 and 3). Make sure to remember your decisions and download the data from each round.

If your company is not doing well financially at this point, do not worry, as you will have a chance to reset the simulation later in the course if you choose to do so.

Submit a screenshot\* of the entire screen after you have finished, as shown in the example below.

\*For instructions on how a screenshot, please click a link below.

- For a PC: <https://support.microsoft.com/en-us/help/13776/windows-use-snipping-tool-to-capture-screenshots>
- For a Mac: <https://support.apple.com/en-us/HT201361>

## **Module 4**

### **Readings**

- Chapter 3 in *Leading with Strategic Thinking*
- Resources (pages 249-260) in *Leading with Strategic Thinking*
- Angwin, D., Mellahi, K., Gomes, E., & Peter, E. (2016). How communication approaches impact mergers and acquisitions outcomes. *The International Journal of Human Resource Management*, 27(20), 2370-2397. (To view this reading, please open the link provided and download the "PDF full text.")
- Gómez, J., Orcos, R., & Palomas, S. (2016). Competitors' strategic heterogeneity and firm performance. *Long Range Planning*, 49(1), 145-163.

### **Opening Exercise (0 points)**

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

### **Critical Thinking (75 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: Strategic Planning: Mergers and Acquisitions Paper**

Research an organization that has recently gone through a merger or acquisition and discuss the following:

- How did that company decide that a merger/acquisition was in the best interest of their organization? What led to that decision?
- How did the executive leaders of that organization identify their competitor's strategic approach and integrate it into their own strategic plan?
- What tools did the organization's leaders use during the strategic planning process of the merger/acquisition.
- Was the merger/acquisition successful? Why or why not?

Your paper should be 4-5 pages in length and conform to the CSU-Global Guide to Writing and APA.. Cite at least six references (at least four scholarly/peer reviewed) to include the course textbook. The CSU-Global Library is a good place to find these resources.

#### **Option 2: Strategic Planning: Mergers and Acquisitions Presentation**

Your well-crafted presentation, must include 5-7 slides, including audio, and be 6-7 minutes in length. Please include six references, at least four being scholarly/peer-reviewed discovered through the CSU-Global library. You may use the readings in the module; however, you must include additional sources. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. Contact your instructor if you have questions about the assignment.

Research an organization that has recently gone through a merger or acquisition and discuss the following:

- How did that company decide that a merger/acquisition was in the best interest of their organization? What led to that decision?
- How did the executive leaders of that organization identify their competitor's strategic approach and integrate it into their own strategic plan?
- What tools did the organization's leaders use during the strategic planning process of the merger/acquisition.
- Was the merger/acquisition successful? Why or why not?

#### **Check Your Understanding (0 points)**

#### **Mastery Exercise (0 points)**

#### **Portfolio Milestone (20 points)**

Review your eight rounds of data from the simulation exercise, and submit a 1-page synopsis of your company's position based on the eight rounds. This synopsis should talk about your decisions and where your company stands in terms of stakeholders, employees, finances, strategy, and market share. Based on your company's current financial position, determine if you will use this set of rounds for your Portfolio Project, or if you will restart the simulation. Review the grading rubric for this Milestone in the Module 4 folder.

### **Module 5**

#### **Readings**

- Chapter 6 in *Leading with Strategic Thinking*
- Graham, M. (2018). Developing tomorrow's leaders today. *Community College Journal*, 88(6), 1.
- Jeffery, R. (2016). You won't keep people if you don't develop them. *People Management*, 40. (To view this reading, please open the link provided and download the "PDF full text.")
- Jones-Berry, S. (2016). 'Buddies' scheme launched to develop future nurse leaders. *Nursing Management*, 23(8), 6.
- Philpot, S., & Monahan, K. (2017). A data-driven approach to identifying future leaders. *MIT Sloan Management Review*, 58(4), 19-21.

#### **Opening Exercise (0 points)**

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

## **Critical Thinking (75 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: Leadership Development Paper**

Imagine that you are an executive leader of an organization. You have been tasked with initiating a future leader development and mentoring program in your organization. Write a paper explaining the following:

- How you would identify future leaders for this program?
- What tools, resources, courses, or education would you offer in your program?
- Describe your plan for using mentors in this program.
- How would you measure successful completion of the program?

Your paper should be 4-5 pages in length and conform to the CSU-Global Guide to Writing and APA. Cite at least six references (at least four scholarly/peer reviewed) to include the course textbook. The CSU-Global Library is a good place to find these resources.

### **Option 2: Leadership Development Presentation**

Imagine that you are an executive leader of an organization. You have been tasked with initiating a future leader development and mentoring program in your organization.

Your well-crafted presentation, must include 5-7 slides, including audio, and be 6-7 minutes in length. Please include six references, at least four being scholarly/peer-reviewed discovered through the CSU-Global library. You may use the readings in the module; however, you must include additional sources. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. Contact your instructor if you have questions about the assignment.

Create a slide presentation that explains the following:

- How you would identify future leaders for this program?
- What tools, resources, courses, or education would you offer in your program?
- Describe your plan for using mentors in this program.
- How would you measure successful completion of the program?

## **Check Your Understanding (0 points)**

## **Mastery Exercise (0 points)**

## **Portfolio Milestone (0 points)**

If you choose to stick with the first set of rounds, you can start working on your end product based on the option you selected for your final Portfolio Project. If you choose to restart the simulation, you will need to complete eight rounds and collect all the data for those rounds. (NOTE: You can complete the simulation as many times as needed, but you must end up with eight rounds of data from ONE simulation). **Make sure that in the end your company is not bankrupt, but instead is financially positive after the eight rounds.**

## **Module 6**

### **Readings**

- Chapter 5 in *Leading with Strategic Thinking*
- Chapter 4, Pages 164-168 in *Leading with Strategic Thinking*
- Argenti, P. (2017). Strategic communication in the c-suite. *International Journal of Business Communication*, 54(2), 146-160. (To view this reading, please open the link provided and download the "PDF full text.")
- Chan, S. H. J, & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of Business Research*, 70, 214. (To view this reading, please open the link provided and download the "Download PDF.")
- Mallon, M. (2017). Getting buy-in financial stakeholders; commitment to strategic transformation. *Management Research : The Journal of the Iberoamerican Academy of Management*, 15(2), 227-243.

### **Opening Exercise (0 points)**

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

### **Live Classroom (0 points)**

### **Critical Thinking (75 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: Executive Communication Strategy Paper**

Communication from leaders is essential to the performance of any organization. Research an organization you are familiar with. Imagine that you are now in charge of this organization, and you are planning to introduce a new process for employee evaluation. Write a paper that explains the following:

- What is your strategy for introducing this new process?
- How will you communicate this information from the top down? Who will be involved in the planning of the communication strategy?
- Who will be responsible for the communication?
- How will you obtain stakeholder buy-in?
- How will you address any grievances or questions that arise?

Your paper should be 4-5 pages in length and conform to the CSU-Global Guide to Writing and APA. Cite at least six references (at least four scholarly/peer reviewed) to include the course textbook. The CSU-Global Library is a good place to find these resources.

## **Option 2: Executive Communication Strategy Presentation**

Communication from leaders is essential to the performance of any organization. Research an organization you are familiar with. Imagine that you are now in charge of this organization, and you are planning to introduce a new process for employee evaluation. Deliver a presentation to the Board of Directors that addresses the following:

- What is your strategy for introducing this new process?
- How will you communicate this information from the top down? Who will be involved in the planning of the communication strategy?
- Who will be responsible for the communication?
- How will you obtain stakeholder buy-in?
- How will you address any grievances or questions that arise?

Your well-crafted presentation, must include 5-7 slides, including audio, and be 3-5 minutes in length. Please include six references, at least four being scholarly/peer-reviewed discovered through the CSU-Global library. You may use the readings in the module; however, you must include additional sources. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. Contact your instructor if you have questions about the assignment.

## **Check Your Understanding**

### **Portfolio Milestone (0 points)**

By now, you should have all the data from eight successful rounds of the simulation. You should be well into the analysis, evaluation, and writing phases of your Portfolio Project at this point.

## **Module 7**

### **Readings**

- Colvin, M. L. (2017). Mapping the inter-organizational landscape of child maltreatment prevention and service delivery: A network analysis. *Children and Youth Services Review, 73*, 352-359.
- Jung, C., & Lee, G. (2016). Organizational climate, leadership, organization size, and aspiration for innovation in government agencies. *Public Performance & Management Review, 39*(4), 757-782. (To view this reading, please open the link provided and download the "PDF full text.")
- Kribikova, P. (2016). Organizational structure and performance. *Aktual'ni Problemy Ekonomiky = Actual Problems in Economics, (175)*, 109-118.
- Marx, T. (2016). The impacts of business strategy on organizational structure. *Journal of Management History, 22*(3), 249-268.

- Peña-Suárez, E., Menéndez, F., & Fonseca-Pedrero, E. (2017). Computerized adaptive assessment of organizational climate. *Anales De Psicología*, 33(1), 152-159.
- Shanker, R., Bhanugopan, R., Van Der Heijden, B., & Farrell, M. (2017). Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior. *Journal of Vocational Behavior*, 100, 67-77.

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Check Your Understanding**

**Mastery Exercise (0 points)**

**Portfolio Milestone (0 points)**

N/A

## **Module 8**

### **Readings**

- Chapter 4, pages 168-177 in *Leading with Strategic Thinking*
- Chuah, F., Teoh, K., Ting, H., & Lau, E. (2016). A behavioral approach to modelling strategy execution: The role of organizational support and the moderated mediation effect of engagement and communication. *International Review of Management and Marketing*, 6(8).
- Ghasabeh, M. (2018). Organizational strategy and employee engagement. *Recognition and Engagement Excellence Essentials*.
- Stone, R. (2018). Enterprising ideas. *Army*, 68(8), 27-29.
- Take 5. (2016). *New Hampshire Business Review*, 38(21), 5. (To view this reading, please open the link provided and download the "PDF full text.")

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Mastery Exercise (0 points)**

**Portfolio Project (280 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: Strategic Plan, Paper**

You are an executive at a Clean Energy startup company, which is part of a simulation exercise that you will complete throughout each week of the course. There will be several Portfolio Project Milestone assignments in the course reminding you to complete the simulation rounds.

In this simulation, you will make decisions that affect the overall “health” of the company. You will complete eight total rounds of the simulation (each round is equivalent to one quarter). When you are done with the rounds, you will have been in business for two years.

Your company is currently in a decent financial position. You feel that with all of the changes and growth that have taken place within the company in its first two years of operations, it is time to come up with a solid strategic plan for the next five years, based on the data that you have from the first two years of operations. You meet with your executive leadership and together come up with a formal strategic plan for the next five years.

This plan will include strategies for:

- Sales
- Product R&D
- Acquiring Key Personnel
- Competition
- Social Responsibility
- External Investors and Stakeholders
- IPO (if this is a direction in which you went or want to go)
- Entrepreneurship
- Potential for Global Expansion (if applicable)
- Leading Organizational Change/Innovation
- Developing Mid-level Leaders for Executive Positions
- Projected Culture of the Organization

Your paper should be 8-10 pages in length and conform to the *CSU-Global Guide to Writing and APA*.

Cite at least 12 references (at least 10 scholarly/peer reviewed) to include the textbook. The CSU-Global Library is a good place to find these resources.

### **Option #2: Strategic Plan, Presentation**

You are an executive at a Clean Energy startup company, which is part of a simulation exercise that you will complete throughout each week of the course. There will be several Portfolio Project Milestone assignments in the course reminding you to complete the simulation rounds. In this simulation, you will make decisions that affect the overall “health” of the company. You will complete eight total rounds of the simulation (each round is equivalent to one quarter). When you are done with the rounds, you will have been in business for two years.

Your company is currently in a decent financial position. You feel that with all of the changes and growth that have taken place within the company in its first two years of operations, it is time to plan for expansion internationally.

You and your team must present your ideas to potential investors (both domestic and international), who might help you with financing this expansion. In this presentation, you will need to discuss your strategies for the next five years, both domestically and internationally, as they relate to the following:

- Sales
- Product R&D
- Acquiring Key Personnel
- Competition
- Social Responsibility
- External Investors and Stakeholders
- IPO (if this is a direction in which you went or want to go)
- Entrepreneurship
- Leading Organizational Change/Innovation
- Developing Mid-level Leaders for Executive Positions
- Projected Culture of the Organization

Your well-crafted presentation, must include 15-18 slides, including audio, and be 12-15 minutes in length. Please include twelve references, at least ten being scholarly/peer-reviewed discovered through the CSU-Global library. You may use the readings in the module; however, you must include additional sources. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. Review the grading rubric for this assignment, to understand exactly how you will be graded. Use the **CSU-Global library Visual Presentation** section for resources to help you create your presentation. Contact your instructor if you have questions about the assignment.

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

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## **COURSE POLICIES**

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### **Course Grading**

20% Discussion Participation  
45% Critical Thinking Assignments  
35% Final Portfolio Project  
0% Live Classroom

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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.