



Course Description

Strategic Management and Business Policy presents an integrative analysis and case studies on the process of developing and managing business strategies. Topics include development of corporate goals and objectives, competitive analysis, business model examination, and organizational systems design for plan implementation.

Course Material(s)

No physical textbook is required; resources are integrated within the course.

Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Compare and contrast different strategic models.
2. Compare and contrast the integral functions of corporate governance.
3. Explain how the evolution of the Internet affects corporations based on current worldwide trends.
4. Analyze the processes for formulating corporate strategy.
5. Evaluate methods that impact strategy implementation, such as staffing, directing, and organizing.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Study Guide:** Each unit contains a Study Guide that provides students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. **Learning Outcomes:** Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. **Unit Lesson:** Each unit contains a Unit Lesson, which discusses lesson material.
4. **Reading Assignments:** Each unit contains a video and Reading Assignments from outside resources.
5. **Suggested Reading:** Suggested Readings are listed in Units I, III, VI, and VIII. Students are encouraged to read the resources listed if the opportunity arises, but they will not be tested on their knowledge of the Suggested Readings.
6. **Learning Activity (Non-Graded):** This non-graded Learning Activity is provided to aid students in their course of study.
7. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units I-VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.
8. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.
9. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

CSU Online Library

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, *Ask a Librarian*, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

LibGuides

Click [here](#) for the LibGuide for this course.

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, ebooks, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

Unit Assignments

Unit I Essay

Each company has a different culture that dictates how it is governed or operated by its leaders. Given the differences in cultures, even companies with similar models of governance can operate in very distinct and different ways. Exploring the theory on governance can give insight into your company.

For this essay, you will conduct research in order to contrast agency theory and stewardship theory in corporate governance. In your essay, be sure to address the following comments:

- What are the responsibilities of top management and leaders in relation to corporate governance and strategic planning? What are the benefits of strategic management?
- What are the roles and responsibilities of the board of directors? Please provide an example of a board of directors that did, or did not meet its responsibilities to the company.
- Explain the Sarbanes-Oxley Act and its impact on corporate governance. How has it changed the way leaders do business in the United States?
- Conclude with a discussion of the ways the strategic audit helps corporate governance.

Your essay should be at least two pages in length, double-spaced, and in 12 pt. Times New Roman font. The title and reference pages do not count towards the minimum page length. To complete this assignment, a minimum of three reputable sources must be used, cited, and referenced. At least one reference must come from the CSU Online Library. Other good sources are public libraries, Google Scholar, and academic websites. The CSU Online Library offers several research resources and tutorials on subject research guides and accessing the library. You can also reach out to the librarians at library@columbiasouthern.edu.

Use APA style guidelines.

Information about accessing the grading rubric for this assignment is provided below.

Unit II Mini Project

SWOT Analysis

Based on your research, and after reading the unit lesson, create a strengths, weaknesses, opportunities, and threats (SWOT) analysis for the company you chose to research for this assignment. Please note the importance of picking a

company with enough information and sources to support your analysis. Your chosen company can be used throughout the assignments in this course, with the exception of the case study in Unit VII, or you may choose different companies. These assignments allow for a truly comprehensive business analysis, similar to what you would conduct when working for a major company.

Your analysis must identify the company's strengths, weaknesses, opportunities, and threats. Use Microsoft Word and create four sections for your paper using the SWOT categories as your headings. Additional headers, such as an introduction, company background, and conclusion, are acceptable. Add a title page and references page.

Each SWOT category should have approximately 200-300 words describing the issues and the company's strategic philosophy that fall within that area. The total length should be at least three pages. The opportunities and threats should each have at least ten items identified.

Click [here](#) for a template for this assignment.

Format your SWOT Analysis using APA Style. Use your own words, and include citations and references as needed to avoid plagiarism. The title and reference page do not count towards the minimum page requirements.

Information about accessing the grading rubric for this assignment is provided below.

Unit II Essay

This essay is a short introduction to the importance of the triple bottom line.

Based on your research, and after creating the SWOT analysis for the company of your choice, respond to the questions below.

- What are the three frameworks of the triple bottom line?
- What does the triple bottom line mean for a company?
- How does your company specifically address the triple bottom line?

Your essay should be at least two pages in length, double-spaced, and in 12 pt. Times New Roman font. The title and reference pages do not count towards the minimum page length. To complete this assignment, a minimum of two reputable sources must be used, cited, and referenced. Use APA style guidelines.

Information about accessing the grading rubric for this assignment is provided below.

Unit III PowerPoint Presentation

In 1970, Milton Friedman wrote an article titled "The Social Responsibility of Business is to Increase its Profits" that sparked a debate about corporate responsibility that remains heated to this day. Read the Schwartz and Saiia article, "Should Firms Go 'Beyond Profits'? Milton Friedman versus broad CSR1," pages 1-10, in order to gain a perspective on Mr. Friedman's views on corporate responsibility.

In addition to the Schwartz and Saiia article, read Archie Carroll's "The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders."

Both articles are available in the Business Source Complete database in the CSU Online Library.

These articles will help you develop an understanding of their business and ethical principles. You are encouraged to conduct additional research about Friedman and Carroll using outside sources.

Compare the theories of Friedman and Carroll, and create a PowerPoint presentation on your comparative study. Your PowerPoint presentation should include the following elements:

- Slide 1: Title page
- Slide 2: Table of content or objective slide
- Slide 3: A summary of Milton Friedman's main points
- Slide 4: A summary of Archie Carroll's main points
- Slide 5: The principles you would like implemented at your current place of work (or where you wish to work in the future), and why you would include them

- Slides 6-7: Two detailed examples of organizations where Friedman's theories are applied
- Slides 8-9: Two detailed examples of organizations where Carroll's theories are applied
- Slide 10: Conclusion
- Slide 11: References in proper APA format

Please ensure that every slide has a title at the top explaining what the slide covers. Add citations in proper APA format, use applicable pictures or graphics (with citations), use a slide template, and avoid wordy slides by focusing on bullet points. Remember, this is an academic presentation.

These CSU Success Center videos are available if you need additional assistance in the development of your PowerPoint presentation:

Basic:

[PowerPoint: From Zero to Hero](#)

This webinar will demonstrate how to make a basic PowerPoint presentation, as well as how to incorporate backgrounds, text, pictures, screen shots, and other elements that will be useful for making a basic presentation.

Advanced:

[PowerPoint Presentations](#)

This webinar will cover guidelines and tips for making a PowerPoint presentation for the academic setting. While there will be some information about how to use PowerPoint, this webinar will mostly focus on the accepted norms for creating a professional presentation. This webinar will also go over how to make a PowerPoint presentation APA compatible.

Unit IV Mini Project

EFAS Table

Using the information gathered from your SWOT analysis conducted in Unit II, create an external factor analysis (EFAS) table for the company you researched. Use Microsoft Word, or a similar program, to create your table. It should have five columns. The first column heading should be titled External Factors, the second column should be titled Weight, the third column should be titled Rating, the fourth column should be titled Weighted Score, and the fifth column should be titled Comments.

Click [here](#) to see an example EFAS table.

1. In the External Factors column, list at least six opportunities you saw in the company you researched. Underneath the opportunities, list at least six threats you saw in the company you researched.
2. In the Weight column, assign an importance factor to each of these issues from 0.0-1.0 (1.0 is most important; 0.0 is least important). These ratings are based on the probable impact on a particular company's current strategic position. The higher the weight, the more important the factor to the current and future success of the company. You may not be privy to the exact information for this company, so in some cases you will need to use your best judgment. (You will justify your weighting in column five.)
3. In the Rating column, assign a rating factor from 5.0-1.0 (5.0 is Outstanding; 1.0 is poor). These ratings are based on the company's response to that particular factor. It is your judgment call on how the company is currently dealing with each specific factor. Once again, you may need to make an estimate in this area if you are not privy to all of the information. (You will justify your weighting in column five.)
4. In the Weighted Score column, multiply the weight from column 2 by the rating in column 3 to get the factor's weighted score.
5. In the Comments column, explain why a particular factor was selected and how its weight and rating were estimated.
6. At the bottom of column 4, add the weighted scores for the external factors. Is the company doing better or worse than others in the same industry? Complete this answer underneath your table.

Format your assignment using APA Style. Use your own words, and include citations and references as needed to avoid plagiarism. Remember to use proper APA formatting and include a reference page.

Information about accessing the grading rubric for this assignment is provided below.

Unit IV Essay

Companies are always responding to inside and outside forces. There are pressures from customers, the marketplace, governments, suppliers, and many other factors connected to the business. Some of these factors impact how leaders of a company respond with strategies and their implementation.

For this essay, you will conduct research on how internal and external forces impact a corporation's strategy and implementation. You may use the same company or organization you have used for the SWOT and EFAS table, or you may choose a new one. You must use at least three sources, one of which must be from the CSU Online Library. In your essay, address the following questions:

- Describe the general forces of sociocultural, technological, economic, environmental, and political-legal, in the societal environment. How does your company address each of these?
- Distinguish between a fragmented and consolidated industry, and describe examples of each. Given the business area of your company, does the company exist in a fragmented or consolidated industry? Within this industry type, is the company more consolidated or fragmented?
- In what ways may a corporation's structure and culture be internal strengths or weaknesses? Look at your organization, and analyze its structural and cultural strengths and weaknesses. How can the weaknesses be improved? How would an IFAS Table help in this situation?

Your essay should be at least two pages in length, double-spaced, and in 12 pt. Times New Roman font. The title and reference pages do not count towards the minimum page length. To complete this assignment, a minimum of three reputable sources must be used, cited, and referenced. At least one reference must come from the CSU Online Library. Use APA style guidelines.

Information about accessing the grading rubric for this assignment is provided below.

Unit V Essay

For this essay, you will conduct research on corporate strategies and the affect they have on the decision process. You may use the same company or organization you have previously used, or select a different company that is going through, or has gone through a decision-making process on a given business issue within the company. As you explore the decision process, consider how corporate strategies influence these decisions. In your essay, address the following questions:

1. What is a functional strategy?
2. What are stability strategies in business? What are the pros and cons of these strategies?
3. What are competitive and cooperative strategies?
4. What are the tradeoffs (pros and cons) between an internal and an external growth strategy? Which approach is best as an international strategy? Why? What about retrenchment?
5. In which ways does policy impact corporate strategy implementation and achievement of organizational goals and objectives?
6. How does a company's portfolio guide decisions?

Your essay should be at least two pages in length, double-spaced, and in 12 pt. Times New Roman font. The title and reference pages do not count towards the minimum page length. To complete this assignment, a minimum of three reputable sources must be used, cited, and referenced. At least one reference must come from the CSU Online Library. Use APA style guidelines.

Information about accessing the grading rubric for this assignment is provided below.

Unit VI Essay

For this essay, you may use the same company you have previously used, or select a different company for your analysis on how a company has implemented a corporate strategy or a future policy rollout. Consider a company that has done a strategy development, and is in the implementation phase, or has been through the implementation phase. In your essay, address the following questions.

- What are the stages of a corporation's life cycle? How can a corporation's life cycle be extended?
- What is strategy implementation? What questions must strategy makers consider to begin the implementation process?

- What are some of the approaches a company can take to identify and prepare its people for important positions?
- It is important to assess the strategy-culture compatibility when implementing a new strategy. Do you think that culture follows strategy, or does strategy follow culture? In your response, use the company to illustrate your points. Justify your answer.
- What is Six Sigma? Why would a company want to implement it?

Your essay should be at least two pages in length, double-spaced, and in 12 pt. Times New Roman font. The title and reference pages do not count towards the minimum page length. To complete this assignment, a minimum of three reputable sources must be used, cited, and referenced. At least one reference must come from the CSU Online Library. Use APA style guidelines.

Information about accessing the grading rubric for this assignment is provided below.

Unit VII Case Study

You should pick a new company for this case study, one that is different from the other assignments. In order to thoroughly research the company you have chosen, you should work on this case study throughout the course. Do not wait until Unit VII to begin your work. Work on this assignment in each unit until it is completed.

Research the company of your choosing, or you can pick one of the following companies:

1. Apple
2. Google
3. Coca Cola
4. American Airlines
5. Amazon.com

Respond to the four writing prompts below. Your responses must include information from academic and scholarly research, including at least three resources from the CSU Online Library and at least three online sources.

1. Create a case study summary of the company you have chosen, including a general overview of the company, its external environment, and a list of its current strategies and objectives.
2. If the company continues with its present strategies and objectives, where will it be in five years?
3. If you were the CEO of the company, what strategies would you recommend, and why?
4. Describe the competitive strategies used by the company's main competitors. Which of these strategies are the most effective? How can your company combat these strategies? Support your answers.

If you paraphrase, quote, or use ideas from any source, you should cite your sources using APA guidelines. Your case study should be at least five pages in length, excluding a cover page and references page. Please contact your instructor if you have any questions, or contact the CSU Success Center should you need more support.

Information about accessing the grading rubric for this assignment is provided below.

Unit VIII PowerPoint Presentation

Review the processes of invention and innovation. Then, select a new product that you have been introduced to in the past 12 months. You are encouraged to research this new product using outside sources. You can use the same company you have been researching, or pick a new one.

You are to create a PowerPoint presentation about future inventions this new product could help to inspire and what innovations could be developed to enhance and improve this product. Analyze how these two areas could impact the company. Perform an analysis or SWOT on potential impact of inventions or innovations. Your PowerPoint presentation should include the following elements:

- Slide 1: Title page
- Slide 2: Objective or table of contents
- Slide 3: Description of the new product
- Slide 4: Description of the importance of R&D to include lead users and market research
- Slide 5: Discussion of appropriate structure and culture necessary to support innovative ideas and products
- Slide 6: Exploration of future inventions inspired by the product
- Slide 7: Analysis of future innovations of this product (Was this a successful invention leading to innovation?)

- Slide 8: ROI, shareholder value, economic value added analysis, or a SWOT, on innovation
- Slide 9: ROI, shareholder value, economic value added analysis or a SWOT, on invention
- Slide 10: Brief description of the benchmarking process as applied to this company (What problems with performance measuring can be encountered?)
- Slide 11: Prediction of product demand in five years
- Slide 12: Conclusion
- Slide 13: List of sources using APA guidelines

Please ensure that every slide has a title at the top explaining what the slide covers. Add citations in proper APA format, use applicable pictures or graphics, use a slide template, and avoid wordy slides by focusing on bullet points. Remember, this is an academic presentation.

Information about accessing the grading rubric for this assignment is provided below.

APA Guidelines

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU's Citation Guide in the myCSU Student Portal by clicking on the "Citation Resources" link in the "Learning Resources" area. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Assessment (Written Response) and (2) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting "Tools" and then "My Grades."

Again, it is vitally important for you to become familiar with these rubrics because their application to your Assessments and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

[Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.](#)

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

Essays (5 @ 9%)	= 45%
Mini Projects (2 @ 11%)	= 22%
PowerPoint Presentations (2 @ 10%)	= 20%
Unit VII Case Study	= 13%
Total	= 100%

Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

Unit I	Governance and the Value of Planning
Review:	<input type="checkbox"/> Unit Study Guide <input type="checkbox"/> Learning Activities (Non-Graded): See Study Guide
Read:	<input type="checkbox"/> Reading Assignment: See Study Guide <input type="checkbox"/> Suggested Reading: See Study Guide
Submit:	<input type="checkbox"/> Essay
Notes/Goals:	

Unit II	Environmental Scanning and SWOT Analysis
Review:	<input type="checkbox"/> Unit Study Guide
Read:	<input type="checkbox"/> Reading Assignment: See Study Guide
Submit:	<input type="checkbox"/> Mini Project <input type="checkbox"/> Essay
Notes/Goals:	

Unit III	Corporate Social Responsibility
Review:	<input type="checkbox"/> Unit Study Guide
Read:	<input type="checkbox"/> Reading Assignment: See Study Guide <input type="checkbox"/> Suggested Reading: See Study Guide
Submit:	<input type="checkbox"/> PowerPoint Presentation
Notes/Goals:	

Unit IV	Environmental Scanning
Review:	<input type="checkbox"/> Unit Study Guide
Read:	<input type="checkbox"/> Reading Assignment: See Study Guide
Submit:	<input type="checkbox"/> Mini Project <input type="checkbox"/> Essay
Notes/Goals:	

Unit V	The Strategic Planning Process
Review:	<input type="checkbox"/> Unit Study Guide
Read:	<input type="checkbox"/> Reading Assignment: See Study Guide
Submit:	<input type="checkbox"/> Essay
Notes/Goals:	

Unit VI	Strategy Implementation
Review:	<input type="checkbox"/> Unit Study Guide
Read:	<input type="checkbox"/> Reading Assignment: See Study Guide <input type="checkbox"/> Suggested Reading: See Study Guide
Submit:	<input type="checkbox"/> Essay
Notes/Goals:	

Unit VII	Case Study
Review:	<input type="checkbox"/> Unit Study Guide
Read:	<input type="checkbox"/> Reading Assignment: See Study Guide
Submit:	<input type="checkbox"/> Case Study
Notes/Goals:	

Unit VIII	Product Innovation Management
Review:	<input type="checkbox"/> Unit Study Guide
Read:	<input type="checkbox"/> Reading Assignment: See Study Guide <input type="checkbox"/> Suggested Reading: See Study Guide
Submit:	<input type="checkbox"/> PowerPoint Presentation
Notes/Goals:	