



## Course Description

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.

## Prerequisites

None

## Course Textbook

Wheelen, T. L., & Hunger, D. J. (2010). *Concepts in strategic management and business policy* (12th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

## Course Learning Objectives

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

1. Compare and contrast different strategic models and reconcile the strategic decision-making process with the strategic management model.
2. Interpret when different models complement each other and when they clash.
3. Interpret the conflict between Agency Theory and the concept of organizational stakeholders.
4. Explain the evolvement of the Internet and how it changes the way customers, suppliers, and companies interact.
5. Analyze the seven current world-wide trends most affected by the Internet and recommend the one that should be viewed by corporations as the most threatening and/or challenging to their strategic management.
6. Evaluate the value of the TOWS Matrix in strategy formulation.
7. Explain the concepts or assumptions that underlie the BCG growth-share matrix.
8. Assess the processes of environmental scanning and industry analysis.
9. Apply the process of organizational analysis (internal scanning).
10. Analyze the processes for formulating corporate strategy.
11. Evaluate staffing and directing and analyze organizing as part of strategy implementation.
12. Explain the various methods for evaluation and controlling strategy implementation.

## Credits

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

## Course Structure

1. **Unit Learning Objectives:** Each unit contains learning objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Summaries:** Each unit contains an overview, or summary, of the information to be covered.
3. **Reading Assignments:** Each unit contains reading assignments from one or more chapters from the textbook (except Unit II).

4. **Key Terms:** Key terms are intended to guide students in their course of study. Students should pay particular attention to key terms as they represent important concepts within the unit material and reading. (Units II and VIII do not contain key terms.)
5. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.
6. **Assessments:** Unit II contains a unit assessment consisting of two written response questions. Units I, IV, V, and VI all contain unit assessments that are composed of ten multiple-choice questions and two written response questions. Unit assessments are to be completed at the end of each respective unit. (Units III, VII, and VIII do not contain a unit assessment, rather they contain assignments as described below.)
7. **PowerPoint Assignments:** Students are to complete a PowerPoint Assignment in both Units III and VII. Information and specifications are provided below.
8. **Case Study Assignment:** Students are to complete a Case Study Assignment for Unit VIII. Information and specifications are provided below.
9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.
10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

## Assignments

### Unit III PowerPoint

Review both Milton Friedman's "Traditional View of Business Responsibility" (p. 72) and Archie Carroll's "Four Responsibilities of Business" (p. 72-73) in the textbook, and develop an understanding of their ethical principles. You are also welcome and encouraged to research them using outside sources. You are to compare the two theories and create a PowerPoint presentation on your comparative study. Your PowerPoint presentation should include the following elements:

- Slide 1: Title page
- Slides 2-3: A summary of Milton Friedman's main points
- Slides 4-5: A summary of Archie Carroll's main points
- Slide 6: Which principles would you like implemented at your current place of work (or where you wish to work in the future), and why?
- Slides 7-8: Provide 2 detailed examples of organizations where you believe that Friedman's theories are applied.
- Slides 9-10: Provide 2 detailed examples of organizations where you believe that Carroll's theories are applied.
- Slide 11: List of sources using APA guidelines

Submit your completed assignment by uploading it through the "Unit III PowerPoint" Assignment link. After you click the Browse button and select your file, be sure to click the Attach button to attach your file. Then click the Submit button. Your professor will be notified that your paper is ready to be graded.

### Unit VII PowerPoint

Review the portion of Web Chapter A concerning new product innovation. You can access Web Chapter A at this web address: <http://www.pearsonhighered.com/wheelen/cases.html>. Then select a new product that you have been introduced to in the past 12 months. You are also welcome and encouraged to research this new product using outside sources. You are to create a PowerPoint presentation about the marketing strategy for this relatively new product. Your PowerPoint presentation should include the following elements:

- Slide 1: Title page
- Slide 2: Description of the new product
- Slide 3: Explain which category of innovation is emphasized.
- Slide 4: List what differentiates the product from the competition.
- Slide 5: Describe the product's target market and its demographics.
- Slide 6: Describe the market size and potential product demand.
- Slide 7: Explain in which stage of the product life cycle is the product.
- Slide 8: Predict product demand in 5 years.
- Slide 9: List of sources using APA guidelines

Submit your completed assignment by uploading it through the "Unit VII PowerPoint" Assignment link. After you click the Browse button and select your file, be sure to click the Attach button to attach your file. Then click the Submit button. Your professor will be notified that your paper is ready to be graded.

## Unit VIII Case Study

Read the Internet Mini Case #6 on Williams-Sonoma and answer the written response questions in order to complete this assignment.

Internet Mini Case #6 on Williams-Sonoma can be found on the Pearson Higher Education web site at this address: <http://www.pearsonhighered.com/wheelen/cases.html>. A PDF file containing Mini Case #6 can be found in Unit VIII.

There are four written response questions below worth 25 points each. Your answers should include information from your course materials and/or from outside research but should be primarily in your own words. If you paraphrase or quote words or ideas from your course textbook or other resources, you should cite your sources using APA guidelines. Each of your responses to each of the four questions should be spell and grammar checked and should be 200-300 words in length to be considered a “complete” answer to a written response question. Please contact your instructor if you have any questions.

1. If the Williams-Sonoma continues with its present strategies and objectives, where will it be in 5 years?
2. If you were the CEO of William-Sonoma, what strategies would you recommend, and why?
3. Describe the competitive strategies used by each of Williams-Sonoma's competitors. Which of these strategies are the most effective? Support your answer.
4. How is Williams-Sonoma using the Internet as a distribution channel now, and how would you recommend that they use the Internet in the future?

## APA Guidelines

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guidelines Summary” is available for you to download from the APA Guide Link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

## CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or by accessing the CSU Grading Rubric link, found in the Learning Resources area of the myCSU Student Portal.

## 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.

[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

Discussion Board (8 @ 3%)	= 24%
Unit Assessments (5 @ 8%)	= 40%
PowerPoint Presentation (2 @ 8%)	= 16%
Case Study	= 20%
<b>Total</b>	<b>= 100%</b>

## 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.

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Unit I	Introduction to Strategic Management and Business Policy
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Chapter 1:</b> Basic Concepts of Strategic Management <input type="checkbox"/> <b>Chapter 2:</b> Corporate Governance
<b>Discuss :</b>	<input type="checkbox"/> <b>Discussion Board Response:</b> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
<b>Submit:</b>	<input type="checkbox"/> <b>Assessment</b> by Tuesday, Midnight (Central Time)
Notes/Goals:	

Unit II	Strategic Management in the Workplace – Personal Application
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> Choose either the company for which you work or another company that has easily accessible information; read carefully and thoroughly the company or organizational literature on mission, goals, culture, short- and long-term strategic plans and objectives, and all materials related to strategic planning issues.
<b>Discuss :</b>	<input type="checkbox"/> <b>Discussion Board Response:</b> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time) <input type="checkbox"/> <b>Discussion Board Comment:</b> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)
<b>Submit:</b>	<input type="checkbox"/> <b>Assessment</b> by Tuesday, Midnight (Central Time)
Notes/Goals:	

Unit III	Social Responsibility and Ethics in Strategic Management
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Chapter 3:</b> Ethics and Social Responsibility in Strategic Management
<b>Discuss :</b>	<input type="checkbox"/> <b>Discussion Board Response:</b> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time) <input type="checkbox"/> <b>Discussion Board Comment:</b> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)
<b>Submit:</b>	<input type="checkbox"/> <b>PowerPoint</b> by Tuesday, Midnight (Central Time)
Notes/Goals:	

Unit IV	Scanning the Environment
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Chapter 4:</b> Environmental Scanning and Industry Analysis <input type="checkbox"/> <b>Chapter 5:</b> Internal Scanning: Organizational Analysis
<b>Discuss :</b>	<input type="checkbox"/> <b>Discussion Board Response:</b> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time) <input type="checkbox"/> <b>Discussion Board Comment:</b> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)
<b>Submit:</b>	<input type="checkbox"/> <b>Assessment</b> by Tuesday, Midnight (Central Time)
Notes/Goals:	

Unit V	Strategy Formulation
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Chapter 6:</b> Strategy Formulation: Situation Analysis and Business Strategy <input type="checkbox"/> <b>Chapter 7:</b> Strategy Formulation: Corporate Strategy <input type="checkbox"/> <b>Chapter 8:</b> Strategy Formulation: Functional Strategy and Strategic Choice
<b>Discuss :</b>	<input type="checkbox"/> <b>Discussion Board Response:</b> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time) <input type="checkbox"/> <b>Discussion Board Comment:</b> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)
<b>Submit:</b>	<input type="checkbox"/> <b>Assessment</b> by Tuesday, Midnight (Central Time)
Notes/Goals:	

Unit VI	Strategic Implementation
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Chapter 9:</b> Strategy Implementation: Organizing for Action <input type="checkbox"/> <b>Chapter 10:</b> Strategy Implementation: Staffing and Directing
<b>Discuss :</b>	<input type="checkbox"/> <b>Discussion Board Response:</b> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time) <input type="checkbox"/> <b>Discussion Board Comment:</b> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)
<b>Submit:</b>	<input type="checkbox"/> <b>Assessment</b> by Tuesday, Midnight (Central Time)
Notes/Goals:	

Unit VII	Evaluation, Control, and Managing Technology
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> <b>Chapter 11:</b> Evaluation and Control <input type="checkbox"/> <b>Web Chapter A:</b> Strategic Issues in Managing Technology and Innovation <a href="http://media.pearsoncmg.com/ph/bp/bridgepages/bp_wheelen_bridgepage/smbp12/webchaps/M01_WHEE7358_12_SE_CH0A.pdf">http://media.pearsoncmg.com/ph/bp/bridgepages/bp_wheelen_bridgepage/smbp12/webchaps/M01_WHEE7358_12_SE_CH0A.pdf</a>
<b>Discuss :</b>	<input type="checkbox"/> <b>Discussion Board Response:</b> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time) <input type="checkbox"/> <b>Discussion Board Comment:</b> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)
<b>Submit:</b>	<input type="checkbox"/> <b>PowerPoint</b> by Tuesday, Midnight (Central Time)
Notes/Goals:	

Unit VIII	Case Study: Williams-Sonoma
<b>Review:</b>	<input type="checkbox"/> Unit Study Guide
<b>Read:</b>	<input type="checkbox"/> The Williams-Sonoma web mini-case study can be found on the Pearson Higher Education web site at this address: <a href="http://www.pearsonhighered.com/wheelen/cases.html">http://www.pearsonhighered.com/wheelen/cases.html</a>
<b>Discuss :</b>	<input type="checkbox"/> <b>Discussion Board Response:</b> Submit your response to the Discussion Board question by Saturday, Midnight (Central Time) <input type="checkbox"/> <b>Discussion Board Comment:</b> Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)
<b>Submit:</b>	<input type="checkbox"/> <b>Case Study</b> by Tuesday, Midnight (Central Time)
Notes/Goals:	