

Running head: INSERT FIRST 50 CHARACTERS OF TITLE

The Running head is required for CSU-Global APA Requirements. The title page should have the words, Running head: followed by the first 50 characters of the title in call caps. Use the template paper located in the Library under the “APA Guide & Resources” link for a paper that is already formatted in APA.

Page numbers should be inserted in the top right corner.

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SAMPLE PAPER

Identifying the Best Practices in Strategic Management

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ORG500 – Foundations of Effective Management

Colorado State University – Global Campus

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Information on the Title Page is centered in the top half of the paper. All major words should be capitalized and not bold.

Papers should be typed in a 12 pt, Times New Roman font with 1 inch margins on all 4 sides and the entire paper is double spaced.

IDENTIFYING THE BEST PRACTICES IN STRATEGIC

All subsequent pages should only have the first 50 characters of the paper's title in all caps for the running head.

Identifying the Best Practices in Strategic Management

Strategic management and corporate sustainability are two important dynamics of modern organizations. It is important for organizational leaders to have a deep understanding of the role of strategic management as a means to achieve corporate sustainability. The purpose of this paper is to provide definition of strategic management and corporate sustainability. An overview of the importance of strategic management and corporate sustainability is provided in order to understand how they relate to each other and how they can be used to enhance organizational performance.

Each paragraph should be indented ½ inch or 5 spaces from the left margin.

Repeat the title of your paper at the beginning. This is not a header; therefore it is not to be bold, but all major words are capitalized. Do not add a header at the beginning of your paper as the first paragraph should clearly identify the objective of your paper.

A level 1 header should be bold, centered and all major words capitalized. See <https://owl.english.purdue.edu/owl/resource/560/16/> on how to format headings in APA.

Strategic Management

Strategic management is the process of formulating, implementing, and evaluating cross-functional decisions that are intended to enable an organization to achieve its long-term objectives. It is to plan, organize, lead, and control the operations of an organization (Robbins & Coulter, 2007) and includes strategic management. Strategic management is an approach in which organizations create a competitive advantage, enhance productivity, and establish long-term financial performance. Chandler (as cited in Whittington, 2008) defines strategy as “the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources to carrying out these goals” (p. 268). Similarly, Wheelen and Hunningham (2000) define strategic management as the managerial decisions and actions of an organization that are intended to create a competitive advantage and improve the performance of the business, with benefits such as:

- Clearer sense of vision for the organization
- Sharper focus on what is strategically important
- Improved understanding of a changing environment

If you using a source (Whittington) that is citing another author (Chandler), use the author's last name found in your source (Chandler) at the beginning of your sentence followed by the citation - (as cited in Your Source, year). Only the source you are reading (Whittington) will be listed in your references. See <https://owl.english.purdue.edu/owl/resource/560/09/> for more information

The Strategic Management Model (SMM) provides the framework for strategic planning into an organization so that the aforementioned benefits can be achieved.

Spell phrase out the first time in document with acronym in parentheses. From that point forward, the acronym can be used.

IDENTIFYING THE BEST PRACTICES IN STRATEGIC

Strategic Management Model

A level 2 header should be bold, left-justified and all major words capitalized.

Research indicates as the concept of strategic

Models were proposed. Ginter, Ruck, and Duncan (1985) identify eight

This is an example of how to cite authors using a narrative citation. The year must follow the author's last name in parentheses. The authors are being used as a part of a sentence, therefore the word "and" is used and not the symbol "&."

When citing 3-5 authors, list all the authors the first time (see above) and then use et al. for the following in-text citations. If you have 6 or more authors, use et al. for all in-text citations.

approach” (p. 581) to management. Similar to Ginter et al., Wheelen and Hunger (2008) established a strategic management framework (see Figure 1) which includes four main elements: environmental

When quoting, you must include the page number or the paragraph number of where you found the quote and cite the source and/or page number immediately after the quotation marks even if it is in the middle of a sentence.

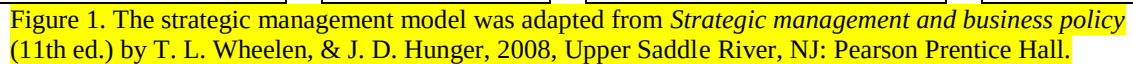
When you cite information from a source, you must include the author's name, the title of the work, the number or the paragraph number, and the page number of where you found the information. You must also cite the source and/or page number immediately after the information you are citing, even if it is in the middle of a sentence.

The process of monitoring, evaluating, and extracting of information from the environment in order for management to establish plans and policies is called environmental scanning. Environmental scanning includes creating long-term plans for the future, strategy implementation, and evaluation and control.

organization, including the mission, objectives, strategies and policies. Strategy

implementation is the process of executing policies and strategies in order to achieve the mission and objectives. Evaluation and control require monitoring the performance of the organization and adjusting the process as necessary in order to achieve desired results (Wheelen & Hunger, 2008).

The SMM assumes the organizational learning theory, which states that an organization adapts to the changing environment and uses gathered knowledge to improve the fit between itself and the environment. The SMM also assumes the organization be a learning organization in which the gathered knowledge can be used to change behavior and reflect new knowledge (Wheelen & Hunger, 2008).



When using a Figure in your paper, make sure there is no title above the figure. Underneath the figure you must have the word, “Figure” italicized and the figure number in your paper followed by a period. Then mention where the information was adapted or general information about the figure. Follow the example above. Notice it does not follow the reference citation format.

When you are using the same source for a paragraph, you need to start the paragraph with a 1- narrative citation, 2- refer to the author again so your reader knows you are still talking about the same author (**try not to use pronouns such as “he” or “she” as APA believes this could lead to a gender bias**, and 3-end the paragraph with a parenthetical citation.

(p. 1). The author claimed a

or maintain, over a long-term without

cluding: the organization itself; its human

/society/ethno-sphere; and the planet's

four resources is not sustainable, issues

with the remaining resources will eventually develop (Hollingworth, 2009). Brundtland (as cited in Epstein, 2008) described sustainability as the economic development that addresses the needs of the present generation without depleting resources needed by

future generations Epstein (2008) adds to the definition from a business perspective by including corporate social responsibility. Epstein also states that organizations have a responsibility to stakeholders to improve management practices in order to add value by addressing corporate social, environmental and economic impacts (Epstein, 2008).

Organizational leaders are the strategic decision makers of a company and have a responsibility to stakeholders (Wheelen & Hunger 2008). Therefore, it is important to have an understanding of why corporate sustainability is important, and how the nine principles of sustainability performance guide strategic management.

Importance of Corporate Sustainability

This is another example of narrative citation. The year must follow the author's last name. If there was a quotation, the page or paragraph number would be listed immediately after the quote in parentheses.

Organizations have a responsibility to society, social, and environmental impacts, otherwise and Carroll had two opposing views of argued that the sole responsibility of business was to resources and activities that enhanced profits (Wheelen & Hunger, 2008).

Carroll (1979) argued that social responsibility included much more than making a profit; he proposed businesses must include the economic, legal, categories of business performance.

- Economic responsibilities include producing goods and services that meet the needs/wants of society in order to make a profit;
- Legal responsibilities are the laws and regulations the company is expected to abide by;
- Ethical responsibilities are included in the previous two statements, but also include the norms and beliefs held by society;

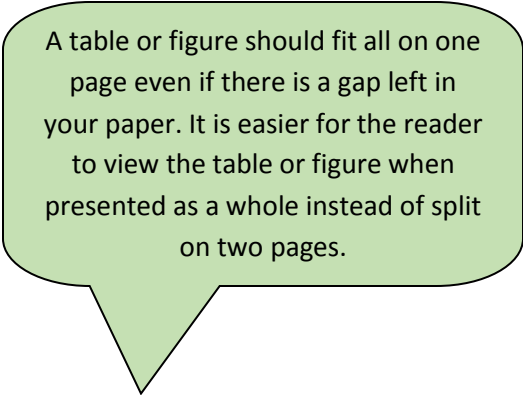
This is an example of a parenthetical citation. It includes the authors' last names and the year. If there was a quotation, a page or paragraph number would also be included. Notice that the period is at the end of the parentheses.

- Discretionary responsibilities are other responsibilities taken on by the organization including voluntary activities and philanthropic contributions (Carroll, 1979).

The importance of corporate sustainability, therefore, is that an organization is responsible for financial performance, but it also has additional responsibilities to stakeholders and society in general.

The Nine Principles of Sustainability Performance

The nine principles, as presented by Epstein and Roy (2003) (see Table 1), further define sustainability, are measureable, and can easily be incorporated into strategic management (Epstein, 2008). These principles include ethics, governance, transparency, business relationships, financial return, community involvement, value of products and services, employment practices and protection of the environment.



A table or figure should fit all on one page even if there is a gap left in your paper. It is easier for the reader to view the table or figure when presented as a whole instead of split on two pages.

Table 1

The Nine Principles of Sustainability Performance

1. Ethics	The company establishes, promotes, monitors and maintains ethical standards and practices in dealing with all of the company stakeholders.
2. Governance	The company manages all of its resources conscientiously and effectively, recognizing the fiduciary duty of corporate boards and managers to focus on the interests of all company stakeholders.
3. Transparency	The company provides timely disclosure of information about its products, services and activities, thus permitting stakeholders to make informed decisions.
4. Business relationships	The company engages in fair and partners.
5. Financial return	The company compensates on investment and the protection of the company.
6. Community involvement/economic development	The company fosters a mutually beneficial relationship between the corporation and community and needs of the community.
7. Value of product and services	The company respects the needs of the community and strives to provide the highest quality products and services.
8. Employment practices	The company engages in human resource management to promote personal and professional employee development, diversity and empowerment.
9. Protection of the environment	The company strives to protect and restore the environment and promote sustainable development with products, processes, services and other activities.

When using a Table in your paper, make sure you use the word "Table" with the Table number. Then insert the title of the Table in italics, with all major words capitalized. Underneath the Table you must have the word, "Note" italicized followed by a period. Then mention where the information was adapted from or general information about the Table. Follow this example. Notice it does not follow the Reference citation format.

Note. There should be a general note about the table here. Adapted from "Improving sustainability performance: Specifying, implementing and measuring key principles" by M. Epstein, & M. Roy, 2003, *Journal of General Management*, 29(1), pp.15-31.

Walgreens Company

Walgreens Company is a retail drugstore that is in the primary business of prescription and non-prescription drugs, and general merchandise including beauty care, personal care, household items, photofinishing, greeting cards, and seasonal items (Reuters, 2010). More recently, the organization diversified its offerings through worksite healthcare facilities, home care facilities, specialty pharmacies, and mail service pharmacies (Walgreens Company, 2010).

Walgreen Company established a strong organizational culture focusing on consumer and employee satisfaction. The mission of Walgreens is:

We will provide the most convenient access to consumer goods and services . . . and pharmacy, health and wellness services . . . in America. We will earn the trust of our customers and build shareholder value. We will treat each other with respect and dignity and do the same for all we serve. We will offer employees of all backgrounds a place to build a career. (Walgreens, 2010a, para. 1)

Walgreens was established in 1901 by pharmacist Charles R. Walgreen Sr. (Walgreens, 2010b).

Prior to establishing the pharmacy, Mr. Walgreen struggled with the direction of the pharmacy.

If a quotation is longer than 40 words, it must be in a block format. The block format is indented ½ inch (or 5 spaces from the left) from the left margin. Do not use quotation marks for this quote.

If you are using information from multiple web pages from one website, you need to distinguish which citation came from which web page. You can distinguish each page, by putting the letters, "a," "b", etc. with the year.

customer service and chain in the United States, in which 65% of sales are from drugs. The organization has expanded into all 50 states, as well as Puerto Rico, for a total of 7,496 stores and 350 Take Care clinics (Walgreens Company, 2010, para. 3).

Conclusion

Strategic management and corporate sustainability are two important practices in today's competitive global environment. In order to effectively implement strategic management in light of corporate sustainability, leaders must have an understanding of such concepts. This paper has provided a background and understanding of strategic management and corporate sustainability. An overview and history of Walgreen Company was also presented in order to identify best practices in strategic management that enhance corporate sustainability.

List sources in alphabetical order.

References

The word, References should be capitalized, centered, but not bold.

Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *The Academy of Management Review*, 4(4), 497.

Collins, J. (2001). *Good to great*. New York, NY: HarperCollins Publishers Inc.

Epstein, M. J. (2008). *Making sustainability work*. San Francisco, CA: Greenleaf Publishing Limited.

When a citation runs over to the second line, indent 5 spaces to the right. This is a "hanging indent."

Epstein, M., & Roy, M. (2003). Improving sustainability performance: Specifying, implementing and measuring key principles. *Journal of General Management*, 29(1), 15-31.

French, S. (2009). Critiquing the language of strategic management. *The Journal of Management Development*, 28(1), 6-17. doi: 10.1108/02621710910923836

Ginter, P., Ruck, A., & Duncan, W. (1985). Planners' perceptions of the strategic management process. *Journal of Management Studies*, 22(6), 581-596.

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Walgreens. (2010a). Mission statement. Retrieved from

http://news.walgreens.com/story_display.cfm?article_id=1042

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<http://www.walgreens.com/about/default.html>

Reuters. (2010). Walgreens.

<http://www.reuters.com/article/USWalgreensProfile?symbol=WAG.N>

Robbins, S. P., & Coulter, M. (2002). *Management* (5th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

Walgreens Company. (2010). *2009 Annual report*. Retrieved from

If you are using information from multiple web pages from one website, you need to be able to distinguish what information came from each web page. To do this, you need to add the letters, "a," "b," etc. to the year of each citation.

Make sure that the links are not live (you should not be able to click on them to go to the website). If they are live, in Word, right click and then click on "Remove Hyperlink."

<http://investor.walgreens.com/annual.cfm>

Wheelen, T. L., & Hunger, J. D. (2008). *Strategic management and business policy* (11th ed.).

Upper Saddle River, NJ: Pearson Prentice Hall.

Whittington, R. (2008). Alfred Chandler, founder of strategy: Lost tradition and renewed inspiration. *Business History Review*, 82(2), 267-277.

Note: Level Headers 3, 4, and 5 are also used but much less frequently. Click [here](#) for more information on their format and use.

For more information on CSU-Global APA requirements for formatting in APA, and examples of in-text and reference citations, see the CSU-Global Guide to Writing and APA Requirements.

References

- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *The Academy of Management Review*, 4(4), 497. [This is a journal article citation. Articles from the Library databases are based on print journals so the citation will end with page numbers.]
- Collins, J. (2001). *Good to great*. New York, NY: HarperCollins Publishers Inc. [This is a book citation.]
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- Epstein, M., & Roy, M. (2003). Improving sustainability performance: Specifying, implementing and measuring key principles. *Journal of General Management*, 29(1), 15-31.
- French, S. (2009). Critiquing the language of strategic management. *The Journal of Management Development*, 28(1), 6-17. doi: 10.1108/02621710910923836 [This is a journal article citation from a Library database. Include a doi number if available.]
- Ginter, P., Ruck, A., & Duncan, W. (1985). Planners' perceptions of the strategic management process. *Journal of Management Studies*, 22(6), 581-596.
- Hollingworth, M. (2009, November/December). Building 360 organizational sustainability. *Ivey Business Journal Online*. Retrieved from http://www.iveybusinessjournal.com/article.asp?intArticle_ID=868 [This is a journal that is published online, so you would include the URL.]
- Reuters. (2010). Walgreens Co. (WAG.N). Retrieved from <http://www.reuters.com/finance/stocks/companyProfile?symbol=WAG.N>

Walgreens. (2010a). Mission statement. Retrieved from

http://news.walgreens.com/article_display.cfm?article_id=1042 [This is a website citation with a corporate author. If you retrieve information from various pages of this particular website, you need to cite each web page. However, because the author and the year will be exactly the same, the lowercase letters, “a,” “b,” etc. need to be added to the year. The in-text citation would be: (Walgreens, 2010a).]

Walgreens. (2010b). Our past. Retrieved from

<http://www.walgreens.com/marketing/about/history/default.html>