



Course Syllabus

Course Description

Examines both contemporary and traditional management approaches to determine strategic direction and business policy. Topics include the development of corporate governance; the roles and responsibilities of boards of directors; and the benefits of using strategic planning processes; including formulation, implementation, evaluation, and a comparison of various strategic planning models.

Course Textbook(s)

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

Additional Required Course Material(s)

See each Unit Study Guide for additional required course material(s).

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.

Prerequisite(s)

No prerequisite courses are required for enrollment in this course.

Credits

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

Course Structure

1. **Study Guide:** Course units contain 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:** Unit Lessons, which are located in the Study Guide, discuss lesson material.
4. **Reading Assignments:** Units contain Reading Assignments from one or more chapters from the textbook and/or outside resources.
5. **Suggested Reading:** Suggested Readings are listed within the Study Guide. 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 Activities (Nongraded):** Nongraded Learning Activities are provided to aid students in their course of study.
7. **Journals:** Students are required to submit Journals in Units I-VIII. Journals provide students the opportunity to reflect

- critically on course concepts and ideas. Specific information about accessing the Journal rubric is provided below.
8. **Unit Assessments:** This course contains Unit Assessments, which test student knowledge on important aspects of the course. These tests may come in many different forms, ranging from multiple choice to written response questions.
 9. **Unit Assignments:** Students are required to submit for grading Unit Assignments. 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.
 10. **Ask the Professor:** This communication forum provides students with an opportunity to ask their professor general questions or questions related to course content.
 11. **Student Break Room:** This communication forum allows for casual conversation with other 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 web page. 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 a.m. to 5 p.m. and Friday from 8 a.m. to 3 p.m. 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

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

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

Unit Assignments

Unit II Mini Project

SWOT Analysis

After reading the unit lesson, research a company of your choosing to create a strengths, weaknesses, opportunities, and threats (SWOT) analysis. Please note the importance of picking a company with enough information and sources to support your analysis. Selecting a publicly held company is recommended. Your chosen company will be used throughout the assignments in this course. These assignments allow for a truly comprehensive business analysis, similar to what you would conduct when working for a major company.

Your analysis should 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. You may also use the provided template to complete the assignment. Click [here](#) for a copy of the template.

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.

Remember as you develop a SWOT that strengths and weaknesses are internal and controllable factors that affect only the individual firm (e.g., finances, marketing, management and leadership, research and development, corporate culture, human resources). Opportunities and threats, on the other hand, are external and uncontrollable factors that affect all industry firms (e.g., politics, economics, societal and cultural trends, technology, laws and regulations, and the natural environment, such as climate).

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 requirement of three pages.

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

Unit III Project Topic

In Unit VII, you will submit a case study assignment based on the company you chose for the SWOT analysis in Unit II. Please be sure to review the Unit VII requirements and work on this case study throughout the term rather than waiting until Unit VII to commence.

In this unit, you will complete a project topic in which you present your company and give a brief introduction to the company. Present some basic information about the size of the company, its history, and how it is organized. In addition, present some information about the corporate social responsibility (CSR) of the company. Does the company follow Friedman's or Carroll's view of social responsibility?

Your project topic should be at least one page in length, double-spaced, and in 12 pt. Times New Roman font. 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 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. You may also use the provided template by clicking [here](#).

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. It is important to note that whenever working with weighted averages, the weight column should always total 1.0, or 100%, regardless of how many factors are included in the EFAS analysis. It is up to the analyst to decide how much weight each individual external factor is assigned 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. An important factor may have a weight of 0.5 (50%), while a less important factor may have a weight of .05 (5%). When all is finished, however, all factor weights should total 1.0, or 100%. 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.

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. Use the same company you chose in Unit II. 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?

Your essay should be two to three 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. 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, use the same company you previously used, and analyze how the company has implemented a corporate strategy or a future policy rollout. Consider strategy development, and 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 stage is your company in?
- What is strategy implementation? What questions must strategy makers consider to begin the implementation process?
- 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 your company to illustrate your points. Justify

your answer.

- What is Six Sigma? Why would a company want to implement it?

Your essay should be two to three 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. 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 Case Study

In this unit, you will complete the case study of the company that you chose in Unit II and have been researching throughout the course. Respond to the four writing prompts below. Your responses must include information from academic and scholarly research, including at least two resources from the CSU Online Library and at least two other 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 three 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 VII 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. Your PowerPoint presentation should include the following elements:

- Slide 1: Title page
- Slide 2: Description of the new product
- Slide 3: Description of the importance of R&D to include lead users and market research
- Slide 4: Discussion of appropriate structure and culture within the company necessary to support innovative ideas and products
- Slide 5: Exploration of future inventions inspired by the product or analysis of future innovations of this product (Was this a successful invention leading to innovation?)
- Slide 6: Prediction of product demand in five years
- Slide 7: List of sources using APA guidelines

Please ensure that every slide has a title at the top explaining what the slide covers. To complete this assignment, a minimum of two reputable sources must be used, cited, and referenced. 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 *The CSU Citation Guide* by clicking [here](#). This document includes examples and sample papers and provides information on how to contact the CSU Writing 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) Journal, (2) Assessment (Written Response), and (3) 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 Journal rubric can be found within Unit I's Journal submission instructions.

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 Journals, Assessments, and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are nongraded 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 e-mail your professor. Responses to your post will be addressed or e-mailed 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.

Schedule/Grading

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.

Unit I	Governance and the Value of Planning	[Weight: 14%]
Read/View:	- Unit I Study Guide - Reading Assignments (3 articles): See Study Guide - Unit I Video: See Study Guide	
Submit:	- Unit I Journal - Unit I Assessment	4% 10%

Unit II	Environmental Scanning and SWOT Analysis	[Weight: 12%]
Read/View:	- Unit II Study Guide - Reading Assignment (1 article): See Study Guide - Unit II Videos (2 videos): See Study Guide	
Submit:	Unit II Mini Project	12%

Unit III	Corporate Social Responsibility	[Weight: 12%]
Read/View:	- Unit III Study Guide - Reading Assignments (2 articles): See Study Guide - Unit III Videos (2 videos): See Study Guide	
Submit:	- Unit III Journal - Unit III Project Topic	4% 8%

Unit IV	Environmental Scanning	[Weight: 8%]
Read/View:	- Unit IV Study Guide - Reading Assignments (2 articles): See Study Guide - Unit IV Videos (2 videos): See Study Guide	
Submit:	Unit IV Mini Project	8%

Unit V	The Strategic Planning Process	[Weight: 16%]
Read/View:	- Unit V Study Guide - Reading Assignments (3 articles): See Study Guide - Unit V Video: See Study Guide	
Submit:	- Unit V Journal - Unit V Essay	4% 12%

Unit VI	Strategy Implementation	[Weight: 12%]
Read/View:	- Unit VI Study Guide - Reading Assignments (6 articles): See Study Guide - Unit VI Video: See Study Guide	
Submit:	Unit VI Essay	12%

Unit VII	Case Study	[Weight: 18%]
Read/View:	- Unit VII Study Guide - Reading Assignments (4 articles): See Study Guide - Unit VII Video: See Study Guide	
Submit:	- Unit VII Journal - Unit VII Case Study	4% 14%

Unit VIII	Product Innovation Management	[Weight: 8%]
Read/View:	• Unit VIII Study Guide • Reading Assignments (2 articles): See Study Guide • Unit VIII Video: See Study Guide	
Submit:	• Unit VIII PowerPoint Presentation	8%