Course Description

Business Policy and Strategy contains an overview of strategic management. A practical, integrative model of the strategic-management process is introduced. Basic activities and terms in strategic management are defined, and the benefits of strategic management are presented. Important relationships between business ethics and strategic management are discussed.

Course eTextbook


Course Learning Outcomes

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

1. Analyze the nuances of strategic management.
2. Correlate the characteristics of vision and mission to business success.
3. Analyze external and internal audit processes.
4. Evaluate policy creation strategies.
5. Diagram the strategy analysis process.
6. Identify the process of selecting an industry appropriate strategy.
7. Establish a strategic management follow-up process.
8. Examine the process of implementing strategies across business operations.
9. Assess the strategy evaluation process.
10. Diagram the strategy review and control process.

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 Reading Assignments from one or more chapters from the textbook and/or outside resources.
5. **Suggested Reading**: Suggested Readings are listed in each unit’s 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. Chapter presentations are provided in each unit’s study guide as a Suggested Reading to aid students in their course of study.
6. **Learning Activities (Non-Graded)**: These non-graded Learning Activities are provided to aid students in their course of study.
7. **Discussion Boards:** Discussion Boards are part of all CSU term courses. More information and specifications can be found in the Student Resources link listed in the Course Menu bar.

8. **Unit Assessments:** This course contains four Unit Assessments, one to be completed at the end of Units I, III, V, and VII. Assessments are composed of written response questions.

9. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units II, III, IV, VI, and 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.

10. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

11. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

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**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.

**Unit Assignments**

**Unit II Essay**

Over the course of this unit, we have discussed the importance of mission and vision statements. As a part of that discussion, we analyzed mission and vision statements for their effectiveness. For the Unit II Essay, you will expand on this topic.

Using your favorite search engine, research the mission and vision statements of different fortune 500 companies. Then, you will write an essay in which you compare and contrast the mission statements of two companies and the vision statements of two companies. You may use the same companies for both the mission and vision comparisons or separate companies.

Within your essay, include the following:

- Explain the principle value of two vision statements.
- Explain the principle value of two mission statements.
- Compare and contrast vision statements of each organization in terms of composition and importance.
- Compare and contrast mission statements of each organization in terms of composition and importance.
- Do you think organizations that have comprehensive mission statements tend to be high performers? How do mission and vision statements assist in selecting an industry-specific strategy?
- Explain why a mission statement should not include monetary amounts, numbers, percentages, ratios, goals, or objectives.

Your essay should be a minimum of three pages in length or approximately 750 words, not including the title and reference pages. You must also include an outside source from the CSU Online Library to support your explanations. Follow APA standards for formatting and referencing.

Information about accessing the Grading Rubric for this assignment is provided below.
Unit III Case Study

Read “Excellent Strategic Management Showcased: Priceline.com Inc.” on page 90 of your course textbook. As you read, pay close attention to Priceline’s strategy, and write a case study describing the following points:

- What are Priceline’s internal strengths and weaknesses?
- Who are Priceline’s competitors?
- Do you see Priceline’s strategy as effective or ineffective? Why?

Your case study must be at least one page in length, not including a title and reference page. Outside sources are not a requirement for this case study, but if you choose to use them, they must be cited and referenced according to APA standards.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit IV Case Study

Implementation Plan: Part 1

During Unit IV, VI, and VIII, you will be working on an implementation plan for a business. The components within these three units combined will create this plan.

Please take a look at the case studies located in your textbook on pages 372-636. There are multiple corporations that provide a large array of services and products. Please select an organization that interests you. You will use this company for the Unit VI and Unit VIII assignments, as well.

For Part 1, describe the company that you selected, the products/services they offer, and the history of the company. Next, analyze the company’s strategy, mission, and organizational structure. In your analysis, include the following:

- What does the strategy, mission, and organizational structure say about the company?
- What are the positive aspects of the strategy, mission, and organizational structure?
- What are the company’s short-term and long-term goals?
- What are ways to improve the strategy, mission, and organizational structure?

Much of the information you will need to complete this segment can be found in the case study in the textbook. However, you are welcome to conduct further outside research as needed. Some details, such as the short-term and long-term goals, may not be explicitly stated. Please use your best judgement and analytical skills to determine that information.

Your project must be a minimum of two full pages in length, not including the title and reference pages. Include an introduction paragraph.

Information about accessing the Grading Rubric for this assignment is provided below.

Unit VI Project

Implementation Plan: Part 2

In Unit IV, you started to create an implementation plan. You selected a company and analyzed their strategy and mission. In Unit VI, we will continue your work with this company and develop a SWOT analysis.

Remember that a SWOT analysis identifies strengths, weaknesses, opportunities, and threats of an organization. This is an important analysis for any organization as it can be used for strategic planning. Your SWOT analysis must be a minimum of two pages in length. Once you have completed your SWOT analysis, write a minimum of one page, explaining how this information could be used by the company.

Please use the template below to complete the SWOT analysis and explanation. Save the template using your last name and student ID. For example, John Smith whose student ID is 12345 would save his assignment as Smith12345. The information you need to complete this analysis can be found in the case studies located in your textbook on pages 372-636. Outside research is not a requirement.
Click here to access the Unit VI Project template.

Much of the information you will need to complete this segment can be found in the case study in the textbook. However, you are welcome to conduct further research as needed.

Information about accessing the Grading Rubric for this assignment is provided below.

**Unit VIII Project**

**Implementation Plan: Part 3**

For the final assignment of this course, you will continue your work with the company you used in Unit IV and Unit VI. For the Unit VIII Project, you will complete the final components of your implementation plan.

For Part 3, you will focus on the following points:

- internal and external issues,
- competition,
- future outlook for the organization, and
- implementation of tools for measuring business success.

Much of the information you will need to complete this segment can be found in the case study in the textbook. However, you are welcome to conduct further research as needed. For the future of the organization, you may be creative and add your own insight on where you see the company going.

Your project must be a minimum of three full pages in length, not including the title and reference page. Make certain to include an introductory paragraph.

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) Discussion Board, (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 Discussion Board rubric can be found within Unit I’s Discussion Board 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 Discussion Boards, 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.

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

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion Boards (8 @ 2%)</td>
<td>= 16%</td>
</tr>
<tr>
<td>Assessments (4 @ 9%)</td>
<td>= 36%</td>
</tr>
<tr>
<td>Case Studies (2 @ 9%)</td>
<td>= 18%</td>
</tr>
<tr>
<td>Projects (2 @ 10%)</td>
<td>= 20%</td>
</tr>
<tr>
<td>Unit II Essay</td>
<td>= 10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>= 100%</td>
</tr>
</tbody>
</table>

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.
### BBA 4951, Business Policy and Strategy

#### Course Schedule

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

**Overview of Strategic Management**

<table>
<thead>
<tr>
<th>Review</th>
<th>Unit Study Guide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Read</td>
<td>Chapter 1: The Nature of Strategic Management</td>
</tr>
<tr>
<td></td>
<td>Strategic Management Cases, pp. 372-381</td>
</tr>
<tr>
<td></td>
<td>Suggested Reading: See Study Guide</td>
</tr>
<tr>
<td>Discuss</td>
<td>Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)</td>
</tr>
<tr>
<td></td>
<td>Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)</td>
</tr>
<tr>
<td>Submit</td>
<td>Assessment by Tuesday, 11:59 p.m. (Central Time)</td>
</tr>
</tbody>
</table>

**Notes/Goals:**

### Unit II

**Mission and Vision**

<table>
<thead>
<tr>
<th>Review</th>
<th>Unit Study Guide</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Learning Activities (Non-Graded): See Study Guide</td>
</tr>
<tr>
<td>Read</td>
<td>Chapter 2: The Business Vision and Mission</td>
</tr>
<tr>
<td></td>
<td>Suggested Reading: See Study Guide</td>
</tr>
<tr>
<td>Discuss</td>
<td>Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)</td>
</tr>
<tr>
<td></td>
<td>Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)</td>
</tr>
<tr>
<td>Submit</td>
<td>Essay by Tuesday, 11:59 p.m. (Central Time)</td>
</tr>
</tbody>
</table>

**Notes/Goals:**
# BBA 4951, Business Policy and Strategy

## Unit III: External and Internal Assessment

### Review:
- [ ] Unit Study Guide
- [ ] **Learning Activities (Non-Graded):** See Study Guide

### Read:
- [ ] Chapter 3: The External Assessment
- [ ] Chapter 4: The Internal Assessment
- [ ] **Suggested Reading:** See Study Guide

### Discuss:
- [ ] **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- [ ] **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- [ ] **Assessment** by Tuesday, 11:59 p.m. (Central Time)
- [ ] **Case Study** by Tuesday, 11:59 p.m. (Central Time)

## Unit IV: Strategy

### Review:
- [ ] Unit Study Guide

### Read:
- [ ] Chapter 5: Strategies in Action
- [ ] Chapter 6: Strategy Analysis and Choice
- [ ] **Suggested Reading:** See Study Guide

### Discuss:
- [ ] **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- [ ] **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- [ ] **Case Study** by Tuesday, 11:59 p.m. (Central Time)

## Unit V: Implementing Strategy

### Review:
- [ ] Unit Study Guide

### Read:
- [ ] Chapter 7: Implementing Strategies: Management and Operations Issues
- [ ] Chapter 8: Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues
- [ ] **Suggested Reading:** See Study Guide

### Discuss:
- [ ] **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- [ ] **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

### Submit:
- [ ] **Assessment** by Tuesday, 11:59 p.m. (Central Time)

Notes/Goals:
### Unit VI: Evaluating Strategies

**Review:**
- Unit Study Guide

**Read:**
- Chapter 9: Strategy Review, Evaluation, and Control
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Project by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**

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### Unit VII: Ethics and Social Responsibility

**Review:**
- Unit Study Guide

**Read:**
- Chapter 10: Business Ethics, Social Responsibility, and Environmental Sustainability
- Additional Reading Assignment(s): See Study Guide
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Assessment by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**

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### Unit VIII: International Issues

**Review:**
- Unit Study Guide

**Read:**
- Chapter 11: Global and International Issues
- Suggested Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Project by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**