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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.

1

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 clear understanding of the role of strategic management as a means of achieving organizational goals. The purpose of this paper is to provide definitions of strategic management and corporate sustainability. An overview of the relationship between the two is provided in order to understand how they can be used to enhance organizational sustainability initiatives for long-term financial 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 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-range objectives and the adoption of courses of action and the allocation of resources for carrying out these goals” (p. 268). Similarly, Wheelen and Hungerford (2008) define strategic management as the managerial decisions and actions of an organization that affect 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 are 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 realized.

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.

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.

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.

Research indicates as the concept of strategic models were proposed. Ginter, Ruck, and Duncan (1985) identify eight and mission; objective setting; external environment; planning; strategic alternatives; strategy selection; implementation; and control. Ginter et al., (1985) stated that normative strategies are implicit, intentional, planned and rational approach" (p. 581) to management. Similar to Ginter et al., Wheelen and Hunger (2008) established the SMM (see Figure 1) which includes four main elements: environmental monitoring, evaluating, and extracting of information from environments in order for management to establish plans and formulation includes creating long-term plans for the 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).

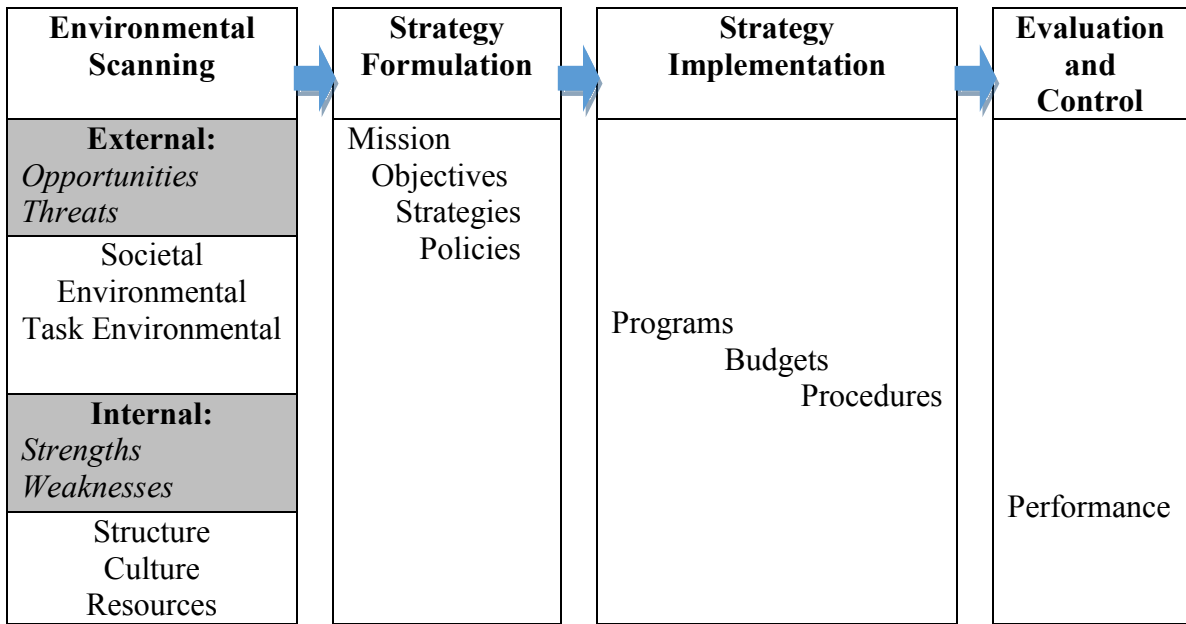


Figure 1. The strategic management model was adapted from *Strategic management and business policy* (11th ed.) by T. L. Wheelen, & J. D. Hunger, 2008, Upper Saddle River, NJ: Pearson Prentice Hall.

Corporate Sustainability

In addition to enhancing financial performance, organizational leaders have the responsibility of identifying and addressing the needs of the community and the environment. Corporate sustainability (Epstein, 2008). Corporate sustainability is defined as the ability of an organization to meet the needs of the present without compromising the ability of future generations to meet their own needs. Hollingworth (2009) described a sustainable organization as "one that strives for

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.

and achieves 260 environmental sustainability" (p. 1). The author claimed that a sustainable organization is one that can maintain, over a long-term without depleting resources, including: the organization itself; its human resources; its financial resources; and the planet's resources. Corporate sustainability is not sustainable if the 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

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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.

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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

Organizations have a responsibility to society, social, and environmental impacts, otherwise and Carroll had two opposing views of Carroll argued that the sole responsibility of business was to pursue 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, and ethical 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 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.

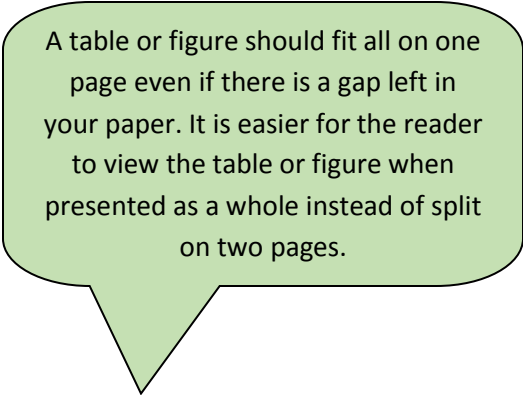
This is an example of a parenthetical citation. It includes the authors' last names and the year. If there was a quotation, a page or paragraph number would also be included. Notice that the period is at the end of the parentheses.

- 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 environment.
6. Community involvement/ economic development	The company fosters a mutually beneficial relationship with the corporation and community and needs of the community.
7. Value of product and services	The company respects the needs of its customers and strives to provide the highest quality products and services.
8. Employment practices	The company engages in human resource practices that 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 care chain in the United States, in which 65% of sales

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.

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

References

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.

Hollingworth, M. (2009, November/December). Building 360 organizational sustainability. *Ivey Business Journal*, 73(6), 2.

Walgreens. (2010a). Mission statement. Retrieved from http://news.walgreens.com/article_display.cfm?article_id=1042

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."

Walgreens. (2010b). Overview. Retrieved from <http://www.walgreens.com/about/default.html>

Reuters. (2010). *Walgreens' sales rise*. Retrieved from <http://www.reuters.com/article/US-Walgreens-Profile?symbol=WAG.N>

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.

Robbins, S. P., & Coulter, M. (2002). *Strategic management: A case study approach* (3rd ed.). Upper Saddle River, NJ: Pearson Prentice Hall.

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

<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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- 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>