

Assessment 1

Business Strategy

Tools



Martie Kim 11 ▼

Attempt 1 Available

Overview

Write a 4–6 page business analysis to the VP of strategy in a key business unit that describes the business strategy of one of the following firms: Ford, Procter and Gamble, or Virgin Group. **Note:** You are to use the same firm for all coursework. Be sure the firm you select is of interest to you.

Note: Developing a comprehensive strategy assessment requires specific steps that need to be executed in a sequence. The assessments in this course are presented in sequence and must be completed in order.

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 1 – Apply strategic theories, models, and tools to distinguish an organization's strategy.
 - Explain the generic business strategies for the selected firm.
 - Analyze what business strategies the firm is using in their marketplace approach.
- Competency 2 – Analyze the strategic fit of an organization's business model.
 - Analyze the business model for the selected firm.
- Competency 7 – Communicate in a manner that is professional and consistent with expectations for members of the business professions.
 - Write coherently to support a central idea (in appropriate APA format) with correct grammar, usage, and mechanics as expected of a business professional.

Competency Map

Use this online tool to track your performance and progress through your course.

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Context

Differentiating Business Strategy and Corporate Strategy

Practically speaking, in order to achieve business objectives, organizations have a value proposition—a product or service that is being offered in the market that purports to meet a customer's need or is perceived by the customer as having value equal to or greater than the value of what she is willing to exchange, the price. How the organization goes about delivering the value proposition is what Grant and Jordan (2015) call a business strategy (competitive advantage).

This course looks at business strategy and corporate strategy in the following ways: A corporate strategy is the grand, overarching strategy of the organization, while the business strategy is the focus of how a specific business will approach its goals. An organization typically has both. We look toward the following structure for this differentiation:

Business Strategy includes the following options:

- Cost leadership (two strategic approaches).
 - Broad cost leadership.
 - Focused cost leadership.
- Differentiation (two strategic approaches).
 - Broad differentiator.
 - Focused differentiator.
- Hybrid—could include components of each.

The organization can follow a corporate strategy which helps them organize their various businesses for competitive advantage. Corporate strategy includes the following options:

- Vertical integration.
- Diversification.
- Expansion.
- Globalization.

As you review business and corporate strategies, look at how they serve the organization overall as well as the relationship between them.

Reference

Grant, R. M., & Jordan, J. (2015). *Foundations of strategy* (2nd ed.). West Sussex, UK: Wiley and Sons.

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Questions to Consider

To deepen your understanding, you are encouraged to consider the questions below and discuss them with a fellow learner, a work associate, an interested friend, or a member of your professional community.

Examining the following questions can help you better understand a firm's business strategy:

- Does the company specifically identify their generic strategy?
- What seem to be the major points of differentiation for the products or services that the company delivers?
- What specific features, benefits, or drivers of buyer value in this product market seem most worth paying for?
- What seem to be the company's major cost drivers or the things that have the biggest impact on company costs?
- Does there seem to be an experience curve or any especially important opportunities for scale and scope advantages for this company?

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Resources

Suggested Resources

The following resources are provided to support you in completing each assessment. For additional resources, refer to the Research Resources and Supplemental Resources in the left navigation menu of your courseroom.

Capella Resources

Click the link provided for more background on your selected firm:

- Firm Research Information.

Library Resources

The following article from the Capella University Library is linked directly in this course:

- Peteraf, M. A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 14(3), 179–191.

Harvard Business Review Articles

The following readings are available from the Harvard Business Review. Search for the article by following the instructions in the Library Guide:

- Capron, L., & Mitchell, W. (2010). Finding the right path. *Harvard Business Review*, 88(7/8), 102–107.
- Christensen, C. M., Raynor, M., & McDonald, R. (2015). What is disruptive innovation? *Harvard Business Review*, 93(12), 44–53.
- Drucker, P. F. (1994). The theory of the business. *Harvard Business Review*, 72(5), 95–104.
- Ghemawat, P. (2007). Managing differences: The central challenge of global strategy. *Harvard Business Review*, 85(3), 58–68.
- Hamel, G., & Prahalad, C. K. (2005). Strategic intent. *Harvard Business Review*, 83(7/8), 148–161.
- Hargadon, A., & Sutton, R. I. (2000). Building an innovation factory. *Harvard Business Review*, 78(3), 157–166.
- Johnson, M. W., Christensen, C. M., & Kagermann, H. (2008). Reinventing your business model. *Harvard Business Review*, 86(12), 50–59.
- Kiechel III, W. (2012). The management century. *Harvard Business Review*, 90(11), 62–75.
- Kim, W. C., & Mauborgne, R. (2004). Blue ocean strategy. *Harvard Business Review*, 82(10), 76–84.
- Lafley, A. G., Martin, R. L., Rivkin, J. W., & Siggelkow, N. (2012). Bringing science to the art of strategy. *Harvard Business Review*, 90(9), 56–66.
- Martin, R. (2002). The virtue matrix: Calculating the return on corporate responsibility. *Harvard Business Review*, 80(3), 68–75.
- Pisano, G. P., & Shih, W. C. (2012). Does America really need manufacturing? *Harvard Business Review*, 90(3), 94–102.
- Porter, M. E. (1996). What is strategy. *Harvard Business Review*, 76(1), 61–78.
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62–77.

Course Library Guide

A Capella University Library guide has been created specifically for your use in this course. You are encouraged to refer to the resources in the MBA-FP6024 – Organizational Strategy Library Guide to help direct your research.

Note: You will find additional resources linked from the left navigation menu of your courseroom. The Reference Resources link will lead you to additional suggestions for conducting library or Web research, including evaluating sources and forming a search strategy. The Supplemental Resources link includes other Capella University resources to address broader academic success skills such as writing, software use, time management, and critical thinking.

Bookstore Resources

The resources listed below are relevant to the topics and assessments in this course and are not required. Unless noted otherwise, these materials are available for purchase from the Capella University Bookstore. When searching the bookstore, be sure to look for the Course ID with the specific –FP (FlexPath) course designation.

- Grant, R. M., & Jordan, J. (2015). *Foundations of strategy* (2nd ed.). West Sussex, UK: Wiley and Sons.
 - Chapter 1, "The Concept of Strategy."
 - Chapter 4, "The Nature and Sources of Competitive Advantage."
 - Chapter 7, "Corporate Strategy."

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Assessment Instructions

Preparation

Use the Capella University Library, Internet, or the case studies and firm research information in the Assessment Resources to select one of the following firms. Find at least four current, scholarly, or professional resources for this assessment. **Note:** You are to use the same firm for all coursework so be sure the firm is of interest to you.

- **Ford:** Ford is a complex multinational organization that has recently focused on strategic initiatives to address production capacity supply chain reliability, sustainability, and technological innovation in order to remain competitive in the rapidly changing automotive industry.
- **Procter and Gamble:** This is a huge multinational firm with products you probably buy every day. This business is interesting because the company is focusing on science and technology to help it revise many of its business strategies and contribute to overall company goals for sustainability and corporate social responsibility.
- **Virgin Group:** This company is an interesting one because of its high profile owner, Sir Richard Branson, and the many widely diversified companies that are part of the Virgin Group.

Requirements

Write a 4–6 page business analysis to the VP of strategy in a key business unit for your selected firm. Use headings and subheadings to help organize the key points and include the following:

- Explain the generic business strategies, including cost, differentiation, and focus or hybrid information, for the selected firm.
- Analyze what business strategies the selected firm is using in their marketplace approach. Provide examples of how they use the strategy to position itself in a competitive environment.
- Analyze the business model for the selected firm. What are their core products? How does the firm make money? What is the customer value proposition? What is the profit proposition?

Write coherently to support a central idea (in appropriate APA format) with correct grammar, usage, and mechanics as expected of a business professional.

Additional Requirements

- **References:** Support your business analysis with at least four academic resources from the Capella University Library. Use proper APA style and format for citations and references.
- **Length:** The body of the business analysis must be 4-6 double-spaced, typed pages, not including the references list.
- **Written communication:** Demonstrate graduate-level writing skills through accurate communication of thoughts that convey the overall goals of the analysis and do not detract from the message.
- **Font:** Times New Roman, 12 point.

Business Strategy Scoring Guide

Use the scoring guide to enhance your learning.

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GUIDE

[How to use the scoring guide](#)

SUBMIT ASSESSMENT

This button will take you to the next available assessment attempt tab, where you will be able to submit your assessment.