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.

SAMPLE PAPER

Identifying the Best Practices in Strategic Management

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ORG 500 – Foundations of Effective Management

Colorado State University – Global Campus

Dr. Stephanie Allong

August 6, 2010

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.

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

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.

Strategic management and corporate sustainability are tw nt dynamics of m -day organizations. It is important for organizatio tions of strategic management as a rpose of this paper is to provide def strategic management and corporate sustainability. An ov organization of study, is also provided in order to understand how the company has utilized ent sustainability initiatives for long-term financial performance.

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

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

ment 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 go jectives of an enterprise, and the adoption of courses of action and the alloca carrying out these goals" (p. 268). Similarly, Wheelen and Hu management as the managerial decisions and actions of an org performance of the business, with benefits such as:

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.

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

The Strategic Management Model (SMM) provides the framework for integrating strategic planning into an organizat d benefits are realized.

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

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 "&."

Strategic Management Model

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

indicates as the concept of ge managemen

When citing 3-5 authors, list all the authors the first time 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.

posed. Ginter, Ruck, and Duncan (1985) ident gic model: vision and mission; objective setting; l environmental scanning; strategic alternatives; strategy selection; implementation; and control. Long (as cited in Ginter et al., 1985) stated that normative strategic management models are an "explicit, 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 fou elements: environmental scanning, strategy formulation, strategy luation and control. Environmental scanning is the monitoring, g of information from the external and internal environments in order lish plans and make decisions. Strategy formulation includes creating rganization, including the mission, objectives, strategies and policies. 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).

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 it if it is in the middle of a sentence.

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).

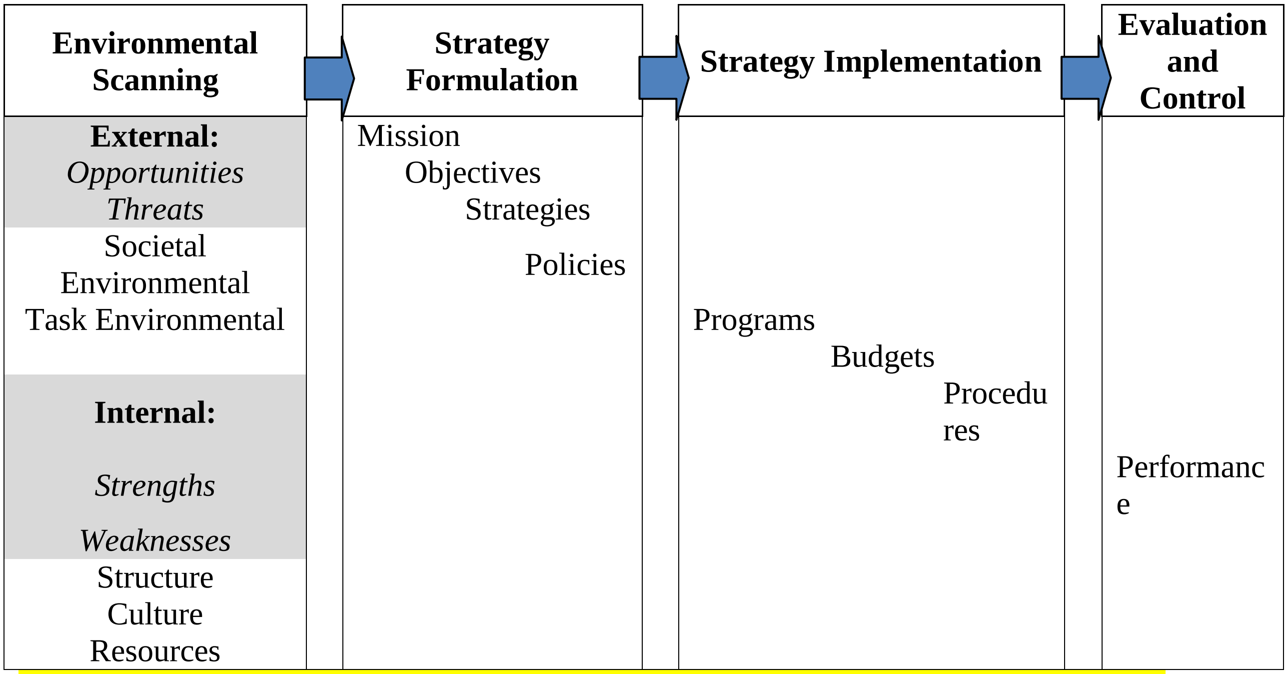

Figure 1. The strategic management model was adapted from *Strategic management and business policy* (11th ed.) by T. L. Wheelen, & J. D. Hunger, 2008, Upper Saddle River, NJ: Pearson Prentice Hall.

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.

Corporate sustainability. In addition to enhancing financ

str... management, organizational leaders have the responsibility of t

...gh corporate sustainability 1 ...tein, 2008). Corporate sustai

...ways. Hollingworth (2009) described a sustainable 2 ...anizati

...hieves 360-organizationa... ...stainability" (p. 1). The author cl

...e when it can endure, o... ...try damaging or

depleting resources including: th ...nal and external);

the community/society/ethno-sp ...imed that if one

of the four resou 3 is not sust ... eventually

develop (Hollingworth, 2009). ... sustainability as

the economic development that addresses the needs of the present generation without depleting

A level 3 header is bold, first word captialized, a period following header and sentence starts after header.

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.

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 - Examples (p. 89) or (para. 3). See page 3 for an example.

In addition to making a profit, organizatio… includes addressing its economic, social, and env… …cial responsibility. Friedman and Carroll had two opp… …ity. Friedman argued that the sole responsibility of bu… …at enhanced profits (Wheelen & Hunger, 2008). Carroll (1979) argued that social responsibility included much more tha… …profit; he proposed businesses must include the economic, … business performance.

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.

- …clude producing goods and services to 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;

- 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 trading practices with suppliers, distributors and part
5. Financial return	The company comp … itive return on investmen
6. Community involvement/economic development	The company foster … en the corporation and culture, context and
7. Value of products and services	The company respe … customers and strive … and service values.
8. Employment practices	The company engag … es that promote person … t, diversity and empov
9. Protection of the environment	The company strive … d promote sustainable de … opment with products, processes, services and other activities.

When using a Table in your paper, make sure the word "Table" with the table number in your paper. 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 or general information about the figure. Follow the example above. 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 C

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. So, for in-text citations it would be (Walgreens, 2010a). (Walgreens, 2010b).

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.

pany, Mr. Walgreen s

ack of quality custome

the largest drugstore

over 238,000 people. Sales in 2009 exceeded $63 billion, in which 65% of sales were from prescriptions drugs. The organization has expanded into all 50 states, as well as the District of Colombia and Puerto Rico, for a total of 7,496 stores and 350 Take Care clinics (Walgreens Company, 2010, para. 3).

The conclusion is a level 1 header.

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.

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

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

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

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*, *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). Our past. Retrieved from http://www.walgreens.com/marketing/about/history/default.html

green Co. Retrieved from

uters.com/finance/stocks/companyProfile?symbol=WAG.N

ulter, M. (2007). *Management* (9th ed.). Upper Sad

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After a URL or doi, not insert a period.

For editions of books, do not use the superscript.

Example of a website citation. If you are citing a report or any type of pdf, italicize the title. If you are getting information from the actual website, then you would not italicize the title.

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.

Example of a book citation.

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

Example of a journal article citation.

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* located in the Library under the “APA Guide & Resources” link.

You can find other links on this page such as a template paper that is already formatted in APA for you, and some good websites that provide even more examples of citations.

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