The Running head is required.   The title page should have the words:

Running head: followed by the first 50 characters of the title in call caps.

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

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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.

IDENTIFYING THE BEST PRACTICES IN STRATEGIC

Identifying the Best Practices in Strategic Management

Strategic management and corporate sustainability are tw_____nt dynamics of

mo____-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.

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____ ____ctives 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:

- 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.

Strategic Management Model

indicates as the concept of management ... posed. Ginter, Ruck, and Duncan (1985) ident... gic model: vision and mission; objective setting; scanning; internal 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 four ... 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 ... organization, 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).

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).

Callout annotations:

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 "&."

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

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.

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 is in the middle of a sentence.

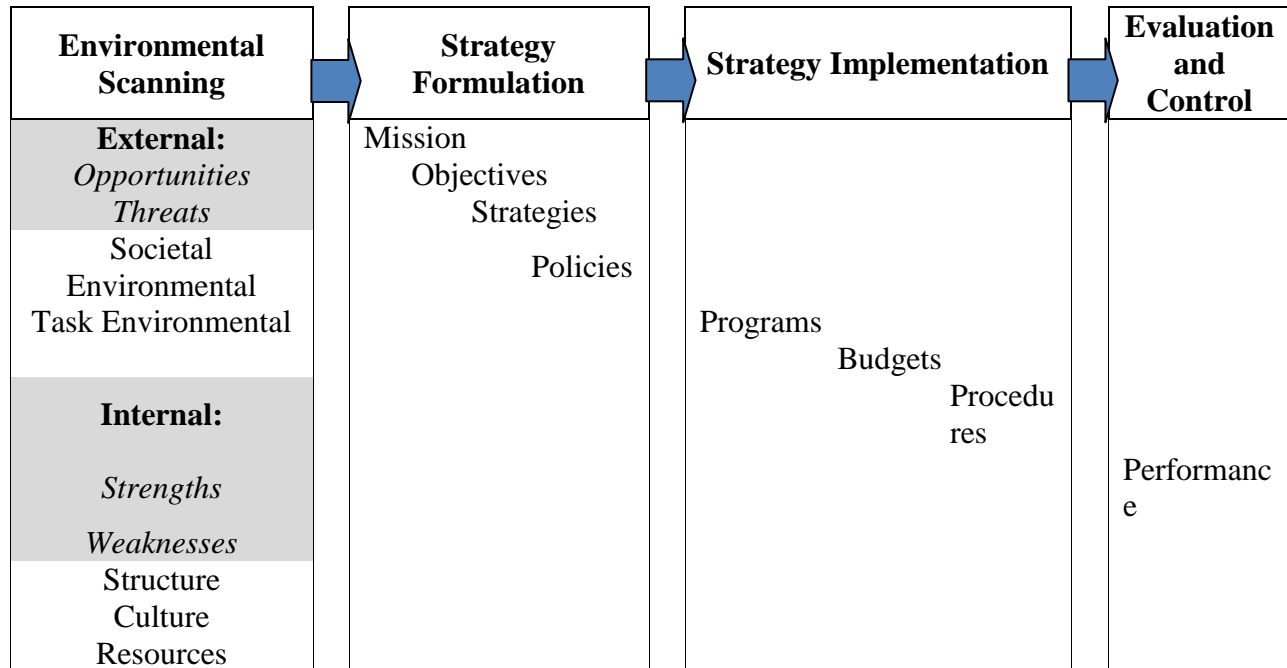| Environmental Scanning	Strategy Formulation	Strategy Implementation	Evaluation and Control
External: *Opportunities* *Threats* Societal Environmental Task Environmental	Mission Objectives Strategies Policies		
Internal: *Strengths* *Weaknesses* Structure Culture Resources		Programs Budgets Procedures	Performance

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[...]

strategic management, organizational leaders have the responsibility of [...] [1] ugh corporate sustainability [...] tein, 2008). Corporate sustai[...]

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

ways. Hollingworth (2009) described a sustainable [2] anizati[...] hieves 360-organizationa[...] stainability" (p. 1). The author cl[...] when it can endure, [...] damaging or

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

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

of the four reso[...] [3] is not sust[...] eventually

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

> 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.

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

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

In addition to making a profit, organizatio[n] includes addressing its economic, social, and env[ironmental] [so]cial responsibility. Friedman and Carroll had two op[posing] [views on social responsibil]ity. Friedman argued that the sole responsibility of bu[siness was to make profit and was] [one] that enhanced profits (Wheelen & Hunger, 2008). Carroll (1979) argued that social responsibility in[cluded much more tha]n [just] [making] profit; he proposed businesses must include the economic, [legal, and ethical aspects of] business performance.

> 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.

> 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.

[...in]clude producing goods and services to meet the needs/wants of society in order to make a profit;
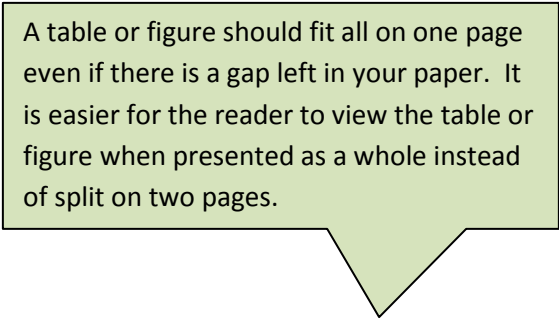
- Legal responsibilities are the laws and regulations the company is expected to abide by;

- 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 par...
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 striv... ...and service values.
8. Employment practices	The company engag... ...es that promote person... ...t, diversity and empo...
9. Protection of the environment	The company strive... ...nd promote sustainable dev...opment with products, processes, services and other activities.

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.

[Callout note: 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.]

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

company, Mr. Walgreen

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).

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

Conclusion

The conclusion is a level 1 header.

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.

References

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...green Co. Retrieved from ...uters.com/finance/stocks/companyProfile?symbol=WAG.N

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

List sources in alphabetical order.

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

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

Include a doi number if available.

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."

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.

After a URL or doi, not insert a period.

For editions of books, do not use the superscript.

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.

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.

Example of a book citation.

Example of a journal article citation.

For more information on APA requirements and examples of in-text and reference citations, see the Saudi Electronic University Academic Writing Standards and APA Style Guidelines.

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.