



Lincoln University

BA 481 – Business Strategy and Decision Making for International Business

COURSE SYLLABUS Fall, 2015

Credit: 4 units (45 lecture hours + 45 self-study hours)
Instructor: Dr. Alexander Anokhin
Office Hours: By arrangement
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Required textbook: Rothaermel, F. (2015) *Strategic Management: Concepts*. New York: McGraw-Hill/Irwin. 2 edition. ISBN-10: 0077645065, ISBN-13: 978-0077645069

Previous edition is OK.

Revised: August 8, 2015

Catalog description

Students are expected to develop an in-depth understanding of the concepts and application of the opportunities and risks that confront a company seeking to grow globally. Emphasis is on the practical application of strategic concepts to both corporate and business level operations and managerial decision-making. Readings and case materials are reinforced with participation through written tests, research papers and oral presentations. This is the MS program capstone course for the International Business concentration. A one-unit written research project and its oral presentation are required for the course. (4 units) This course is to be taken in the student's final term after their completion of all required core courses and all but the final term concentration courses.

Course Objectives

This course is meant to integrate all previous knowledge gained in the MBA program and provide an opportunity for its practical application. We will attempt to examine business strategies in a complex environment of modern global marketplace, fiercely competitive and constantly evolving. We will develop a framework for strategic

decision making, discuss tools and techniques used by successful companies, while acquiring an in-depth understanding of the nature of decision making in the uncertain environment of the modern business world.

Upon completion of the course students will be able to:

- 1) Identify and select possible strategic responses to the changes in business environment
- 2) Understand major competitive business strategies
- 3) Perform internal and external analysis of the organization and identify required modifications to address business problems and opportunities
- 4) Discuss and compare rationales and limitations for various business models, corporate strategies, and stakeholder relationship approaches.

Procedures and methodology

Lecture method is combined with in-class discussions, case studies and assignments of various kinds. Participation in in-class activities is an essential part of the course and will be graded.

Class Rules

1. Class attendance is required. Attendance will be taken each class at a time chosen by the instructor.
2. Students are required to arrive to class on time. Showing up late disturbs the natural flow of the lecture and affects everyone's experience. Usually, up to 10 minutes of "grace period" is allowed. However, if students choose to show up 10 minutes into class on a regular basis, this rule will be reviewed and no one will be allowed in after the start of the class.
3. Once you receive an invitation to the course website (or obtain the registration code), make sure to set up your profile in such a way that it would be possible for the instructor to identify you - use your name (as it is in the Lincoln University records) as your primary ID and your Lincoln University email as your secondary ID as well as a profile photo.
4. Submissions of home assignments will be conducted via the course website only (Canvas Instructure). **Absolutely no hard copy or email submissions will be accepted!** The acceptable format for assignment submission is .txt, .doc, .docx, and .pdf.
5. All quizzes, exams, assignments and projects must be completed and handed in on time. Late submissions will result in lower grade (each day of delay costs 2% points). This rule will be strictly enforced. Since all assignments are available on the website, the fact that you have not been in class when the assignment was given cannot be used as an excuse to submit it later.
 - *For those joining the class later: all assignments have to be submitted within the first week of registering for the class. After that, not submitted assignments will result in F.
6. Exams and in-class assignments cannot be made up.

7. No cheating and no plagiarism, please! Detected cheating/plagiarism will result in “F” for the assignment. (This rule is very strictly enforced, no exceptions!).
8. All grades will be made available to students through the course website.

Exams

The exams (midterm and final) will consist of questions based on lectures, assigned chapters and supplementary reading as well as case studies / practical assignments. The final exam (last day of classes) will be comprehensive, with a special emphasis given to several key topics of the course (this will be further explained in class).

Group Project

Every student must work on a research project for an in-class presentation as a part of a group. The broad topic of the group project is “Business strategy of a selected company”. Even though this work is done in groups each student is expected to have a thorough knowledge and understanding of the whole project. Specific format of a research project will be presented in class. Research projects must comply with the Lincoln University guidelines.

MS Project.

All MS students are required to submit an individual research paper as well as present their findings in class. Specific topics will be discussed individually.

Team Simulation Exercise.

As a part of department wide initiative, students are required to take part in an interactive simulation exercise. During this simulation, students divided in teams will compete against other teams from Lincoln University, acting as managers of a digital camera manufacturing company. Teams will make strategic decisions (decision timeline will be provided on the course website). Periodic updates on simulation outcomes will be given in class. The performance of the teams will be graded based on their success relative to other participants as well as on the logic behind strategic choices.

Assessment Criteria

All assignments, quizzes, projects and exams are evaluated using the indicated system:

94-100	A	73-76	C
90-93	A-	70-72	C-
87-89	B+	67-69	D+
83-86	B	60-66	D
80-82	B-	0-59	F
77-79	C+		

Tentative Weights

3 units (75% of a total grade):

Participation (case studies, in-class discussions)	15%
Group Project Presentation	20%
Team Simulation Exercise	15%
Midterm 1	15%
Midterm 2	15%
Final Exam	20%

1 unit (25% of a total grade)

Individual research project	100%
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Course Outline

Topic	Text	Assignment Due
1. a) Introduction. What is strategy? b) Strategic Leadership	Ch. 1-2	
2. External Analysis: The Business Environment	Ch.3	
3. Internal Analysis: The Firm	Ch. 4	Case Study 1. Better World Books
4. Competitive Advantage and Firm Performance	Ch. 5	Case Study 2. The Movie Exhibition Industry
5. a) Midterm 1. Strategy Analysis b) Differentiation, Cost Leadership, and Integration	Ch. 3 - 5 (quiz) Ch. 6	
6. Innovation and Entrepreneurship	Ch. 7	Case Study 3. RIM
7. Vertical Integration and Diversification	Ch. 8	Case Study 4. Tesla Motors (A)
8. Mergers and Acquisitions, Strategic Alliances	Ch. 9	Case Study 5. Amazon.com
9. Global Strategy	Ch. 10	Case Study 6. Siemens Energy
10. Midterm 2. Strategy Formulation	Ch. 6 - 10	
11. Organizational Design	Ch. 11	Case Study 7. Genetech
12. Issues in Business Ethics	Ch. 12	Case Study 8. Bank of America
13. Team Simulation Competition Results		
14. Course Project Presentations		
15. Final Exam	Ch. 1 - 12	