



Lincoln University

– BA 380 –

Business Strategy and Decision-Making

COURSE SYLLABUS

Summer, 2015

Lectures: Tuesday, Thursday, 12:30 PM – 3:15 PM
Credit: 3 units
Instructor: Prof. Sergey Aityan, PhD, DSc
Office Hours: Tuesday, Thursday, 11:15 AM – 12:15 PM
Students are advised to schedule appointments by signing their names on the appointment list which is located on the information board next to the professor's office that will ensure exact appointment time without waiting.
e-mail: aityan@lincolnuca.edu
☎: (510) 628-8016

Teach. Assistant: Anna Dzemidzenka
e-mail: anna.dzemidzenka@yahoo.com

Textbook:

- 1. Course lectures notes:**
Sergey Aityan, "Business Strategy and Decision-Making," the online course notes on <http://elearning.lincolnuca.edu>.
- 2. Main textbook:**
Hitt, Ireland, and Hoskisson, "Strategic Management, Concepts and Cases," 9th Ed., Cengage Learning/South-Western, 2011, ISBN 13: 978-1-4390-4230-4
ISBN 10: 1-4390-4230-6
*** previous editions of this book are okay too. Students can save a significant amount of money by purchasing older editions of the book ***

Last Revision: May 18, 2015

CATALOG DESCRIPTION

Students are expected to develop a better understanding of business strategy approaches and techniques, and to acquire skills and knowledge relating to the decision-making process. Emphasis is on decision-making while still recognizing the importance of the specialized functions of an organization. Readings and case materials are reinforced with participation through written tests, papers, and oral presentations. This is the MBA program capstone course. (3 units)

Prerequisites: BA 301, BA 304, BA 307, BA 320, BA 340, and at least two concentration courses.

COURSE OBJECTIVES

The course objectives are to introduce students to the basic aspects of modern business strategies, the appropriate analysis methodologies, risk assessment, business decisions, business decision-making process, methodologies, and its automation.

PROCEDURES AND METHODOLOGY

Lecture method is used in combination with supervised exercises and business case study. The emphasis will be on learning by doing. Every student must participate in an intensive classroom activity, must complete home tasks, business-case studies, course projects, and take quizzes and exams.

Students must complete all assignments and take all quizzes, mid-term and final exams on the **dates due**. Late submission of assignments will result in a reduced grade. Mid-term and final exams and group presentations cannot be made up if missed unless there is a documented emergency.

Plagiarism in any activity will result in grade “F” with zero points and a report to the administration.

COURSE PROJECT

Every student must complete and submit a business plan of a suggested new company.

ATTENDANCE

Students are expected to attend each class session. If you cannot attend a class due to a valid reason, please notify the instructor prior to the class.

EXAMS

Both, midterm and final exams are structured as written essay to answer the given questions. Each exam includes six questions. The essay must be written clearly and easy to read, structurally with clear logical presentation of the answers. Graphs, charts, tables, and other supporting illustrations are required if needed. Examples to illustrate the answers are required. Exams will cover all assigned chapters, any additional readings or supplementary materials covered in class. The final exam is comprehensive, i.e. includes the whole course. The exams are neither “open book” nor “open notes”.

The instructor reserves the right to replace the written exam with a verbal exam if finds appropriate.

GRADING

All activities will be graded according to the points as shown below.

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

In exams, every answer is graded by points from 0 to 100 and the total points for an exam are calculated as the average of the points received for all answers in the exam.

The final grade for the course will be given as the total weighted score for all activities according to the percentage shown in the table below.

Activity	Time	Percent
Quizzes, home tasks, case-studies, other assignments, and classroom activities	Every week	20%
Course project		20%
Mid-term exam	In the middle of the semester	30%
Final exam	Last week of the semester	30%

If both grades for the midterm and final exams are “F” the term grade for the course is “F” regardless of the grades for the project, home tasks, attendance, and other activities.

COURSE SCHEDULE

Lectures		Topic	Chapters	
#	Date		Lectures	Textbook
1	June 9	(a) About the Course (b) Economy and Business Strategy	Ch. 1	
2	June 11	(a) Case Studies 1 - The Twenty Most Influential Businessmen of All Times (b) Strategic Planning	Ch. 2 Ch. 3	Ch.1, 2
3	June 16	(a) Business Plan (b) Review of Course Projects	Ch. 4	
4	June 18	(a) Case Studies 2 - What makes good companies and how good companies may get in trouble (b) Competitive Strategy and Models for Industry Analysis	Ch. 5 Ch. 6	Ch.3
5	June 23	(a) Business-Level Strategies (b) Corporate-Level Strategies (c) Review of Course Projects	Ch. 7 Ch. 8	Ch.4, 5 Ch.6
6	June 25	(a) Vertical and Horizontal Integration (b) Acquisition and Restructuring Strategies (c) Review of Course Projects	Ch. 9 Ch. 10	Ch.7
7	June 30	(a) Business Entities (b) Functional Strategy: Overview (c) Review of Course Projects	Ch. 11 Ch. 12	
8	July 2	(a) Review (b) Midterm Exam	Ch. 1, 3, 4, 6 - 12 as in lectures	
9	July 7	(a) Functional Strategy: Operational and International Business Modes (b) Case Study 3 – Boeing vs Airbus	Ch. 13 Ch. 14	Ch.8
10	July 9	(a) Cooperative Strategy (b) Corporate Governance, Structure, and Controls (c) Review of Course Projects	Ch. 15 Ch. 16	Ch.9 Ch.10, 11
11	July 14	(a) Strategic Leadership (b) Strategic Entrepreneurship	Ch. 17 Ch. 18	Ch.12 Ch.13
12	July 16	(a) Case Studies 4 – Systemic Approach (b) Strategic Scenarios and Risk	Ch. 19 Ch. 20	
13	July 21	Comprehensive Final Exam	Ch. 1, 3, 4, 6-13, 15-18, 20 as in lectures	
14	July 23	Course Project Defense		

OTHER COMMENTS

- Please participate. What you put into the class will determine what you get out of it – and what others get out of it.
- Please come on time. Late arrivals disturb everyone else.
- If you miss a class, you are responsible for getting notes/slide printouts on the material covered from a classmate or the instructor.
- To avoid distracting noise in class, cellular phones must be turned off or the ringing mode silenced.
- Questions and comments during the class are welcome. Do not hesitate to ask questions – do not leave anything unclear for you.

MODIFICATION OF THE SYLLABUS

The instructor reserves the right to modify this syllabus at any time during the semester. Announcements of any changes will be made in a classroom.