

## Fall 2017 Course Syllabus

**Course Number: BA-482**

**Course Title: Business Strategy and Decision Making**

**Credit: 3 Units (45 hours of lecture)**

**Days and Time: Tue 3:30pm to 6:15pm**

**Office hours: Tue 6:15pm to 7:00pm or By appointment**

**Instructor: Prof. Albert Loh**

### Course Materials

**Textbooks: Essentials of Strategic Management, the Quest for Competitive Advantage;** by Gamble, Thompson, and Peteraf, 5<sup>th</sup> Edition, published by McGraw-Hill, ISBN-13: 978-1259546983

**Harvard Business Review's 10 Must Reads On Strategy,** published by Harvard Business School Publishing Corporation (2011). ISBN-13: 978-1422157985

Supplemental materials (such as periodical, article, or case study) will be provided in class.

### Course 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 Finance Management concentration. A one-unit written research project and its oral presentation are required for the course. (4 units) This course is to be taken after completion of all required 300-level courses and at least three elective courses.

### Learning Objectives

This course provides the tool-kits for managers involved in formulating strategies. We address the following questions: How is a competitive advantage built, what decisions could managers make to sustain a competitive advantage, how to minimize the risk of performance failures, who the decision-maker is to overcome indecisiveness, and the difference between SWOT and TOWS when formulating strategies in the face of environmental changes. In sum, strategic management is an integrative and interdisciplinary course that combines finance, marketing, organizational behavior, statistics, and business ethics into one capstone.

### Learning Outcomes and Assessment:

<b>Learning outcomes</b>	<b>Assessment activities</b>
An understanding of key concepts and principles of strategy formulation and competitive analysis.	Assessed by simulation management game, case study, classroom exercise, and mid-term and final examinations.
Use of tools and techniques for analyzing a company's strategic position.	Assessed by simulation management game, case study, classroom exercise, and mid-term and final examinations.
Be able to integrate ideas and concepts in other core courses into a holistic approach.	Assessed by simulation management game, case study, classroom exercise, and mid-term and final examinations.
Analyze and evaluate real life company situations and develop solutions for class presentation.	Conduct and present case study in a team setting.
Sharpen ability to think critically, logically and strategically.	Assessed by simulation management game, case study, classroom exercise, and mid-term and final examinations.

### Instructional Methodology

The course will be conducted in the form of lectures and discussions on each topic shown in the class schedule below.

### Course Requirements and Evaluation

While in class, students are expected to conduct themselves in a professional manner. Professionalism includes regular attendance, participation in class discussions, civil conduct, and ethical behavior, etc. If a student is observed coming to class late often, being disrespectful to peers, texting or using mobile devices, or carrying on personal conversations during lecture, the professionalism portion of the grade will be reduced based on a demerit system. The course begins with each student having the full 50 points. Tardiness without valid reasons greater than 1 time will result in 5 points deduction. Behavioral offenses such as texting, using of mobile devices, or engaging in disorderly conduct in spite of reminder or warning will result in 10 points deduction.

Higher education is about learning how to learn. So in acquiring new knowledge, always pay attention to the learning objectives of each chapter or topic. In addition, you will enhance your understanding by solving the chapter problems to be assigned in class. Of course, you are welcome to bring questions to class for discussion by reading ahead of each classroom lecture. Achievement is assured when done repetitively.

Your performance in this course will be evaluated under the following model:

Simulation Game: 100 points	A = 361 – 400
Case Study: 100 points	B = 301 - 360
Mid-term Exam: 100 points	C = 241 - 300
Final Exam: 100 points	D = 201 - 240
<b>Total 400 points</b>	F = < 200

The mid-term and final exams include multiple choice questions and problems that are similar to the term assignments. They are designed to test both theory and problem solving. There will be no "extra credit" work during or after the semester.

The term project will involve researching, studying and presenting a commercial lending topic not taught in class. A PowerPoint presentation is expected.

The key to success in this course is communication and interaction. Thus, we will have to work as a team. First, we will create a positive learning environment where everyone can participate without fear. Second, relevant reading and problem assignments will be presented and discussed in class. When in doubt, ask.

### **Scholastic Dishonesty**

Scholastic dishonesty will not be tolerated. Students who violate rules of academic dishonesty are subject to disciplinary penalties, including failure in the course and/or other actions from the University.

### **Tentative Class Schedule**

<b>Date</b>	<b>Topics</b>
Aug 22	Course Introduction & Chapter 1: Strategy, Business Models, and Competitive Advantage
Aug 29	Team Formation & Simulation Game Overview
Sept 5	Chapter 2: Strategy Formulation, Execution and Governance
Sept 12	Chapter 3: Evaluation of External Environment
Sep 19	Chapter 4: Evaluation of Internal Environment
Sep 26	Chapter 5: Five Generic Competitive Strategies
Oct 3	Chapter 6: International Strategy
<b>Oct 10</b>	<b>2-Hour Mid-term Exam (Closed Book)</b>
Oct 17	Chapter 7: International Strategies
Oct 24	Chapter 8: Diversification & Multi-business Company
Oct 31	Chapter 9: Ethics & Social Responsibility
Nov 7	Team Presentation on Case Study
Nov 14	Team Presentation on Case Study & Simulation Game Review
Nov 28	Chapter 10: Superior Strategy Execution
<b>Dec 5</b>	<b>2-Hour Final Exam (Closed Book)</b>

**Addendum: Supplemental Course Materials**

The PowerPoint slides are designed to give students a head start in learning course materials in a concise and coherent fashion. They are not intended to substitute, but complement, the textbook and classroom lectures. Don't just read; you need to absorb and understand the body of knowledge through a synthesis of critical thinking and problem solving skills. Thus attending classroom lectures and completing exercises and assignments are critical to your success.

Syllabus reviewed: Aug 1, 2017

**Appendix. Program and Institutional Learning Outcomes.**

<b>Institutional Learning Outcomes (ILOs)</b>	
<i>A Graduates of Lincoln University MS Program should be able to</i>	
<b>1</b>	Recognize and be able to work with the components of reasoning and problem solving; understanding concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
<b>2</b>	Gather and assess relevant information, using abstract ideas to interpret it effectively; being able to develop well-reasoned conclusions and solutions, and testing them against relevant criteria and standards
<b>3</b>	Be exemplary business professionals and try to ensure that the products of their efforts will be used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare
<b>4</b>	Lead by example in order to create highly collaborative organizational environment, and be able to develop and use strategies to encourage employees at all organizational levels to do the same.
<b>5</b>	Set goals and have a vision of the future. The vision should be owned throughout the organization. As effective leaders, they should habitually pick priorities stemming from their basic values.
<b>6</b>	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
<b>7</b>	Demonstrate fluency in the use of tools, technologies and methods in the field. They should know how to evaluate, clarify and frame complex questions or challenges using perspectives and scholarship from the business discipline.

<b>Program Level Outcomes (PLOs)</b>	
<i>Students graduating our MS in Finance Management program will be able to:</i>	
<b>1</b>	Demonstrate expert-level understanding of the aspects of finance management including mathematical, statistical, financial, and economic.
<b>2</b>	Develop knowledge of finance management including international finance, international securities, commercial banking and lending, investment science, real estate, and stock market.
<b>3</b>	Recognize financial problems and provide creative solutions. Integrate theory and practice for strategic analysis in the field of finance management.
<b>4</b>	Apply quantitative methods of analysis to analyze financial data.
<b>5</b>	Communicate to relevant audiences including written and oral communication.
<b>6</b>	Work effectively with a team of colleagues on diverse projects.
<b>7</b>	Identify and analyze the ethical obligations and responsibilities in the field of finance management.