



Lincoln University

BA 390 – Business Strategy and Decision Making

COURSE SYLLABUS

Summer 2023

Instructor: Prof. Alex Anokhin, PhD
Credits: 3 units / 45 lecture hours
Level: Mastery 2 (M2)
Office Hours: Mon & Wed, 12:30 PM –3:15 PM
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Textbooks: Exploring Strategy: Text and Cases 12th Edition; Johnson, Regner, 2020. ISBN13: 9781292282459, ISBN10: 1292282452.

Last Revision: June 5, 2023

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

EDUCATIONAL 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:

- Identify and select possible strategic responses to the changes in business environment
- Understand major competitive business strategies
- Perform internal and external analysis of the organization and identify required modifications to address business problems and opportunities

- Discuss and compare rationales and limitations for various business models, corporate strategies, and stakeholder relationship approaches.

COURSE LEARNING OUTCOMES

	Course LO	Program LO	Institutional LO	Assessment
1	Employ analytical techniques and tools to create valid information in support of decision-making	PLO 1	ILO 1b, ILO 2b	Case study, Classroom exercise
2	Formulate and implement strategic responses to change in external and internal environment	PLO 2	ILO 1b, ILO 2b, ILO 4b	Case study, Classroom exercise
3	Evaluate and effectively communicate potential global business opportunities and risks	PLO 3	ILO 2b, ILO 7b	Case study, Classroom exercise, Final exam
4	Be able to identify tools and technique needed to obtain competencies, capabilities, and resources required for the implementation of business strategy	PLO 4	ILO 4b, ILO 5b, ILO 6b	Case study, Classroom exercise, Final exam
5	Define corporate development objectives that allow to achieve and sustain competitive advantage	PLO 5	ILO 4b, ILO 5b	Case study, Classroom exercise, Final exam
6	Manage corporate social responsibilities issues within a context of strategic development	PLO 6	ILO 3b	Case study, Final exam

PROCEDURES AND METHODOLOGY

This is a direct classroom instruction course.

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.

Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

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.
3. 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 5% points). Since all assignments are available on the website and outlined in the present syllabus with due dates clearly visible, the fact that you haven't been in class when the assignment was given cannot be used as an excuse to submit it later.
4. All quizzes, exams, and class assignments cannot be made up.
5. Cheating/plagiarism will result in "F" for the assignment / exam / course.

EXAMS

The exams will consist of case analyses based on lectures, assigned chapters and supplementary reading.

COURSE PROJECT

Students in groups are required to complete an analysis of an assigned case study (will be provided in class). The case study analysis should be data-driven and demonstrate the understanding of tools and techniques discussed in the course. Case study analysis should also be original.

The analysis of the case study results in group in-class presentation and the submission of the written report (approximately 5 pages, 12 point font, Times New Roman, 1.5 spacing).

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

Participation (case studies, homework, in-class discussions)	15%
Course project	30%
Midterm Exam	20%
Final Exam	35%

COURSE SCHEDULE

Date	Topic	Assignment Due
June 12	a) Introduction. What is strategy? b) Strategic Leadership	
June 14	Macro Environmental Analysis	
June 19	Industry and Sector Analysis	Case Study 1: Global Pharma
June 21	Resources and capabilities	
June 26	Stakeholders and governance.	Case Study 2: Formula 1
June 28	Midterm Exam	
July 3	Business strategy and models	
July 5	Corporate strategy and diversification	Case Study 3: Ryanair
July 10	Mergers and acquisitions, strategic alliances	
July 12	Global Strategy	Corporate Strategy Assignment
July 17	Organizational Design	International Strategy Assignment
July 19	Strategy evaluation	
July 24	Course Project Presentations	
July 26	Final Exam	