



# LINCOLN UNIVERSITY

## BA 380

### Business Strategy and Decision-Making

### Spring 2012 Course Syllabus

**Lecture Schedule:** Thursday, 6:30 PM – 9:15 PM  
**Credit:** 3 units (45 lecture hours)  
**Instructor:** Prof. Sergey Aityan  
**Office Hours:** Monday, 3:30 PM – 4:30 PM  
Wednesday, 2:00 PM – 3:00 PM  
Students are advised to schedule appointments on the appointment list on the board at the professor's office that will ensure exact appointment time without waiting.  
**E-mail:** [aityan@lincolnuca.edu](mailto:aityan@lincolnuca.edu)  
**Phone:** (510) 628-8016

**Textbook:** **1. 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

**2. Course lectures notes:**  
Sergey Aityan, "Business Strategy and Decision-Making," the online course notes on <http://elearning.lincolnuca.edu>.

**Last Revision:** December 8, 2011

#### CATALOG DESCRIPTION

Students are expected to develop a better understanding of business strategy approaches, and techniques, and to acquire knowledge and skills 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 capstone course, and not for beginners. (3 units)

Prerequisites: all core MBA 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 and course projects, and take quizzes and exams.

**COURSE PROJECT**

Every student must complete and submit a business plan.

**REQUIREMENTS**

All students are required to attend classes. Continuous assessment is emphasized. Written or oral quizzes will be given every week. Reading, writing, home tasks, and “business case study” assignments will be made throughout the course. Students must complete all assignments and take all quizzes, mid-term exam and final exam on the **dates due**.

Plagiarism will result in the grade “F” and a report to the administration.

**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 to the given questions. The essay must be written 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 exams are neither “open book” nor “open notes.”

**GRADING AND SCORING**

The final grade for the course consists of the following components weighted as shown in the table below:

Activity	Time	Percent
Quizzes, home tasks, and classroom activities	Every week	20%
Course project	Every week	20%
Midterm exam	In the middle of the course	30%
Final exam	Last week of the course	30%

All results of written test will employ a numerical scoring system that is convertible to grades as indicated below.

94-100	A
90-93	A-
87-89	B+
83-86	B
80-82	B-

77-79	C+
73-76	C
70-72	C-
66-69	D+
60-65	D
0-59	F

**COURSE SCHEDULE**

<b>Weeks</b>	<b>Topics</b>	<b>Chapters</b>
1	(a) Introduction to Business Strategy	Ch. 1
	(b) Case Study 1 – The Twenty Most Influential Businessmen of All Times	Ch. 2
2	(a) Strategic Planning	Ch. 3
	(b) Case Study 2 – What makes good companies and how good companies may get in trouble	Ch. 4
3	(a) Business Plan	Ch. 5
	(b) Review of Course Projects	
4	(a) Competitive Strategy and Models for Industry Analysis	Ch. 6
	(b) Vertical and Horizontal Integration	Ch. 7
5	(a) Acquisition and Restructuring Strategies	Ch. 8
	(b) Growth Strategy Matrices	Ch. 9
6	International Strategy and Foreign Market Entry Modes	Ch. 10
7	Corporate Governance and Ethics	Ch. 11
8	(a) Organizational Structure and Control	Ch. 12
	(b) Case Study 3 – Boeing vs. Airbus	Ch. 13
9	(a) Course Review	Ch. 1-13
	(b) Midterm Exam	Ch. 1-13
10	(a) Strategic Leadership and Entrepreneurship	Ch. 14
	(b) Review of Course Projects	
11	(a) Probability and Risk	Ch. 15
	(b) Risk Assessment	Ch. 16
12	(a) Case Study 4 – Systemic Approach	Ch. 17
	(b) Systemic Approach and Strategic Thinking	Ch. 18
	(c) Game Theory	Ch. 19
13	(a) Strategic Scenarios	Ch. 20
	(b) Eras of Material, Energy, and Information Production	Ch. 21
14	Course Project Presentations	
15	(a) Course Review	Ch. 1-21
	(b) Comprehensive Final Exam	Ch. 1-21

**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.