



# Lincoln University

– BA 482 –

## Business Strategy and Decision-Making for Finance Management

COURSE SYLLABUS

Fall, 2016

**Professor:** Prof. Sergey Aityan, PhD, DSc  
**Lectures:** Monday, 6:30 PM – 9:15 PM  
**Credits:** 4 units (45 lecture hours + 45 hours of research project)  
**Office Hours:** Monday, 2:15 PM – 3:15 PM  
Tuesday, 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](mailto:aityan@lincolnuca.edu)  
**☎:** (510) 628-8016  
**Assistant to the Instructor:** Olesya Agafontseva  
**e-mail:** [lesechkin@gmail.com](mailto:lesechkin@gmail.com)

**Textbook:**       **1. Course lectures notes:**  
Sergey Aityan (2016). "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

**Last Revision:** August 9, 2016

### 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 Finance Management concentration. A one-unit written research project and its oral presentation are required for the course. (4 units)

Prerequisites: This course is to be taken after completion of all required 300-level courses and at least three 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**

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 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.”

### **GRADING AND SCORING**

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, and classroom activities	Every week	20%
Course project		20%
Mid-term exam	In the middle of the course	30%
Final exam	Last week of the course	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 and classroom activities.

### COURSE SCHEDULE

Lectures		Topic	Chapters	
#	Date		Lectures	Textbook
1	22-Aug	(a) Introduction to the course (b) Economy and Business Strategy	Ch. 1	
2	29-Aug	(a) Case Studies 1 - The Twenty Most Influential Businessmen of All Times (b) Strategic Planning (c) Review of Course Projects	Ch. 2 Ch. 3	Ch.1, 2
	5-Sep	Easter Break – No classes		
3	12-Sep	(a) Business Plan (b) Case Studies 2 - What makes good companies and how good companies may get into trouble (c) Review of Course Projects	Ch. 4 Ch. 5	
4	19-Sep	(a) Competitive Strategy and Models for Industry Analysis (b) Review of Course Projects	Ch. 6	Ch.3
5	26-Sep	(a) Business-Level Strategies (b) Corporate-Level Strategies (c) Review of Course Projects	Ch. 7 Ch. 8	Ch.4, 5 Ch.6
6	3-Oct	(a) Vertical and Horizontal Integration (b) Acquisition and Restructuring Strategies (c) Review of Course Projects	Ch. 9 Ch. 10	Ch.7
7	10-Oct	(a) Business Entities (b) Functional Strategy: Overview (c) Review of Course Projects	Ch. 11 Ch. 12	
8	17-Oct	Midterm Exam	Ch. 1, 3, 4, 6 - 12 as in lectures	
9	24-Oct	(a) Functional Strategy: Operational and International Business Modes (b) Case Study 3 – Boeing vs Airbus	Ch. 13 Ch. 14	Ch.8
10	31-Oct	(a) Cooperative Strategy (b) Corporate Governance, Structure, and Controls (c) Review of Course Projects	Ch. 15 Ch. 16	Ch.9 Ch.10, 11
11	7-Nov	(a) Strategic Leadership (b) Strategic Entrepreneurship	Ch. 17 Ch. 18	Ch.12 Ch.13
12	14-Nov	(a) Case Studies 4 – Systemic Approach (b) Strategic Scenarios and Risk	Ch. 19 Ch. 20	
13	21-Nov	(a) Business Ethics (b) Review of Course Projects	Ch. 21	
14	28-Nov	Course Project Defense		
15	5-Dec	(a) Review (b) Comprehensive Final Exam	Ch. 1, 3, 4, 6-13, 15-18, 20, 21 as in lectures	

**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.