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LINCOLN UNIVERSITY GRADUATE PROGRAMS

Business Strategy & Decision Making

BA 481

4 units (45 hours of lectures + 1 unit

individual project)

Wednesday 12:30-3:15pm

Fall Semester, 2017

Instructor: Marshall J. Burak

Contact: mburak@lincolnuca.edu

Office Hours: Wednesday, 11-12:30pm

Fridays by Appointment

Required Text

Essentials of Strategic Management 5th Edition; Gamble, Peteraf, Thompson; McGraw-Hill Irwin, 2017, ISBN # 978-1-259-54698-3

Catalog Description

BA 481 – Business Strategy & Decision Making For International Concentration

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 International Business 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 the completion of all required 300-level courses and at least three concentration courses.*



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DETAILED COURSE DESCRIPTION

Business Strategy & Decision Making

Today's business firms develop, grow and operate in an extremely complex and often fiercely competitive marketplace. Decisions that managers make must, therefore, be based on the most complete and current information available about their markets, products, technology and resource availability. Such decisions require inputs from many sources and disciplines and must, by virtue of their complexity, draw upon the skills, knowledge and experience of the entire management team. Successfully competing in a rapidly evolving global business environment depends upon management creating a strategic focus and coherent plan for growth, innovation and superior financial performance. Ultimately, it is management's careful consideration and blending of information, opportunity and resources that form decisions that have strategic value in terms of the continuing successful development of the firm.

LEARNING OBJECTIVES

This course will focus on the corporation and the set of strategic factors that underlie the basis for formulating and implementing management decisions. These strategic factors have both internal and external impact on the firm in terms of influencing both the organization of the business and its outreach to and interaction with the global marketplace. Cases will be used to illustrate how business firms develop strategic responses and management decisions to critical issues such as competitive threats, technology change, growth opportunities and financial performance. Emphasis will be placed on the analytical techniques and tools for creating useful and valid business, market and financial information that becomes the foundation for the development of strategic management decision making. In addition to a mid-term and final exam, students will be required to participate in a Strategic Management Simulation that involves the development and implementation of operating strategies and decisions that



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determine the Simulation company financial performance, operating effectiveness and growth. A core learning experience in this course is involving students in the process and methodology used to analyze a complex business to determine and critique the company's strategies and decisions that best support and result in the successful operation and profitable growth of the company they are responsible to manage.

LEARNING OUTCOMES

The combination of assignments discussed under Learning Objectives are designed to provide measurable student learning outcomes in the following business and management areas: 1) leadership skills; 2) collaboration and team work; 3) analytical skills; 4) financial management skills; 5) operations management skills; 6) marketing management skills; 7) human resource management skills; 8) strategic analysis and planning capabilities; and, 9) understanding of corporate social responsibility. Course assignments given during this course will be explained in terms of these learning outcomes elements and how they are measured and calculated.

Instructional Methodology

I. GENERAL INSTRUCTIONS

This course emphasizes a realistic look at how moderate to very large size firms develop and make strategic decisions. The approach includes an appraisal of the strengths, weaknesses and opportunities facing companies and uses real business cases as the basis for analyzing and evaluating company responses. Students are expected to have read the text and case assignments prior to class meetings. Class discussions will be based on an examination of the assigned text material and illustrative cases. The assigned textbook is to be considered a basic resource providing a presentation and explanation of strategic business concepts and the formative factors that guide and determine management



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decision- making. The assigned textbook readings parallel case assignments and class discussion topics. It is important that both the reading and case assignments are completed in preparation for productive class discussions.

In addition to the case assignments, students will be organized into teams and participate in the operation of a company through an automated on-line simulation program. Student teams will be required to make repetitive decisions regarding key strategic elements of the company based on their interpretation of the firm's competitive environment, financial and operating ratios, the economic climate, and periodic problems that arise during the simulation.

Students will receive a detailed explanation of the operating characteristics of the simulation, the cost of and means of obtaining an access card required to participate in the simulation, and the nature of the operating reports the teams will receive and the nature of the decisions the teams will be required to make.

II. READING AND PROBLEM ASSIGNMENTS

Reading assignments from the text, *Essentials of Strategic Management*, provide background concepts and analytical tools useful in evaluating assigned cases.

Case assignments are used primarily for purposes of providing practice in the development of useful information forming the basis of management strategies and decision-making.



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III. Course Requirements

Successful completion of this course requires 1) an in-depth analysis of a business Case including an analysis of the company's market position, strategic initiatives and focus, strengths, weaknesses, opportunities, technology, competitive environment, resources and financial condition, and 2) active participation in the Strategic Management Simulation Game. Teams will be formed for both of these requirements. Each team will have a different case assigned for their analysis. The simulation game operates will all teams managing the same company but is a competitive exercise. Teams operating the Simulation Company will be judged on their success or failure relative to competing teams. At the beginning of this course instructions will be provided related to these assignments including 1) development of the case analysis, assessment of the company's strategies, key decisions, financial condition and performance, evaluation of the company's successes and failures, formation of a set of recommendations and the submission of a completed team project report, and 2) the access and operating requirements for the Simulation. Time will be set aside during my course to consult with and support each team as they undertake their project assignment and engage in making company decisions in the Management Strategy Simulation. The final team case report requires and oral presentation that I will schedule and a written report due to me by Dec. 6, 2017. **MS Degree Program students are also required to develop and present an individual case based research study required for the additional one unit of credit. This individual report is due on Dec. 6th, 2017.**

IV. Course Standards

- A. Students are expected to attend each class meeting and be prepared to discuss the assigned text and case materials. Students who come to class late will not be admitted until the break period. Every member of the class is expected to participate in discussions surrounding the assigned chapter and case content.



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- B. Each student is required to purchase the course textbook and to be an active participant in both the team case analysis and Simulation experience.

V. BASIS FOR GRADING

- A. The Comprehensive Case Analysis assignment requires student teams to select a case to work on from a list I will provide. Once the team has selected a case, they should begin to organize their effort and assign individual members of the team specific tasks and give me a list of the team's members and their individual assignments as soon as it is complete. During the semester I will monitor each team's progress. Grades for the completed project will be based on the quality and completeness of the case analysis, the effectiveness of the team's oral presentation, and the organization and content of their written report including appropriate documentation and identification of sources and the correctness of spelling and grammatical usage of the English language.

- B. The Team Simulation exercise will be graded based on 1) the rationale behind the periodic decisions made by the team, 2) the company performance in comparison to the achievements of competing teams, 3) the demonstrated ability of the team to work together in determining their strategic decisions, and 4) the team's performance relative to making Simulation decision inputs in an on-time and complete manner.

C. Basis for Grading

Team Case Oral Presentation	25%
Team Case Written Presentation	25%
Strategic Management Simulation	25%
MS Case Oral and Written Presentation	15%
Class Participation*	<u>10%</u>
	100%



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***Note: The grade component earned for class participation includes evidence that each student has purchased either a digital or print copy of the required text.**

C. Calculation of Course Grades

Each exam and the project have a total possible point value of 100. Course grades are calculated based on the sum of the points earned on the case assignment and the simulation exercise times their respective weight. Class participation is based on each student's preparation and involvement in class discussion of the text cases assigned times its respective weight. The weighted semester point count earned by each student establishes his or her course grade. Letter grades are based on the following scale: A, 90-100; B, 80-89; C, 65-79. Course grading is curved depending on the overall class performance which influences the inclusion of a – or + related to the letter grade.

Course Outline and Assignments

<u>Date/Day/Time</u>	<u>Topic</u>	<u>Reading & Case Assignments</u>
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Part I

Concepts and Techniques for Crafting and Executing Strategy

Section A: Introduction and Overview

Aug. 23, Wed. 12:30-3:15pm	Strategy, Business Models, and Competitive Advantage Explanation of the Course Requirements	Text: Chapter 1
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Aug. 30, Wed.
12:30-3:15pm

Strategy Formulation, Execution and
Governance
Team Development for Case Study

Text: Chapter 2

Section B: Core Concepts and Analytical Tools

Sept. 6, Wed.
12:30-3:15pm

Evaluating a Company's External Environment

Text: Chapter 3
Case 3: Apple, Inc.
2015

Sept. 13, Wed.
12:30-3:15pm

Evaluating a Company's Resources, Capabilities
and Competitiveness

Text: Chapter 4
Case 5: Panera Bread

Section C: Crafting a Strategy

Sept. 20, Wed.
12:30-3:15pm

The Five Generic Competitive Strategies
Team Oral and Written Case Planning Meetings

Text: Chapter 5

Sept. 27, Wed.
12:30-3:15pm

Strengthening a Company's Competitive Position,
Strategic Moves, Timing and Scope of Operations

Text: Chapter 6
Case 7: Tesla Motors

Oct. 4, Wed.
12:30-3:15pm

Strategies for Competing in International Markets
Consultation with Teams on Case Project

Text: Chapter 7
Case 9: Pepsico

Oct. 11, Wed.
12:30-3:15pm

Discussion of Team Case Assignment
Consultation with Teams on the Simulation

Guide to Case
Analysis (Provided)

Oct. 18, Wed.
12:30-3:15pm

Corporate Strategy: Diversification
and the Multibusiness Company

Text: Chapter 8
Case 8: Deere & Co.
In 2015

Oct. 25, Wed.
12:30-3:15pm

Team Simulation and Case Study Discussion and
Planning Session

Nov. 1, Wed.
12:30-3:15pm

Ethics, Corporate Social Responsibility,
Environmental Sustainability & Strategy

Text: Chapter 9
Case: TOMS Shoes

Nov. 8, Wed.
12:30-3:15pm

Team Simulation Review and Update
Analysis Techniques

Review of Financial



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Superior Strategy Execution-Another Path
to Competitive Advantage

Text: Chapter 10

Nov. 15, Wed.
12:30-3:15pm

Case Study Team Working Session (Instructor not present)

**Nov. 22, Wed.
12:30-3:15pm**

No Class Meeting (Fall Break and Thanksgiving Holiday)

Nov. 29, Wed.
12:30-3:15pm

**Final Simulation Review
Student Team Case Analysis Presentations**

Dec. 6, Wed.
12:30-3:15pm

Student Team Case Analysis Presentations (continued)

Comprehensive Team Case Projects Due in hardcopy on December 6, 2017



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Appendix. Program and Institutional Outcomes.

Institutional Learning Outcomes (ILOs)	
<i>A Graduates of Lincoln University MS Program should be able to</i>	
1	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.
2	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
3	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
4	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.
5	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.
6	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
7	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.

Program Level Outcomes (PLOs)	
<i>Students graduating our MS in International Business program will be able to:</i>	
1	Demonstrate expert-level understanding of the aspects of international business
2	Exhibit deep knowledge of international dimensions of business functioning, including marketing, finance, management, operations, accounting, and entrepreneurship
3	Recognize business problems and provide creative solutions. Integrate theory and practice for strategic analysis in the field of international business.
4	Apply quantitative and qualitative methods of analysis to business situations in a complex global business environment
5	Develop and exhibit effective communication skills for relevant international audiences.
6	Work effectively with a team of international colleagues on diverse projects
7	Identify and analyze the ethical obligations and responsibilities in the field of international business

Revised: July, 2017