



Lincoln University

– BA 390 –

Business Strategy and Decision-Making

COURSE SYLLABUS

Summer, 2021

- Professor:** Prof. Sergey Aityan, PhD, DSc
Lectures: Tuesday, Thursday, 12:30 PM – 3:15 PM
Credits: 3 units (45 lecture hours)
Level: Mastery 2 (M2)
Office Hours: Tuesday, Thursday, 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
☎: (510) 628-8016
- Assistant to the Instructor:** TBD
- Textbook:**
- 1. Course lectures notes:**
Sergey Aityan (2021). "Business Strategy and Decision-Making," Lincoln University, <http://elearning.lincolnuca.edu>.
 - 2. Supporting textbook (optional):**
Frank T. Rothaermel, "Strategic Management," 3rd Ed., McGraw Hill, 2016,
ISBN: 978-1-259-42047-4

Last Revision: May 17, 2021

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.

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	15-June	(a) Introduction to the course (b) Economy and Business Strategy	Ch. 1	
2	17-June	(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
3	22-June	(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	24-June	(a) Competitive Strategy and Models for Industry Analysis (b) Review of Course Projects	Ch. 6	Ch.3
5	29-June	(a) Business-Level Strategies (b) Corporate-Level Strategies (c) Review of Course Projects	Ch. 7 Ch. 8	Ch.4, 5 Ch.6
6	1-July	(a) Vertical and Horizontal Integration (b) Acquisition and Restructuring Strategies (c) Review of Course Projects	Ch. 9 Ch. 10	Ch.7
7	6-July	(a) Business Entities (b) Functional Strategy: Overview (c) Review of Course Projects	Ch. 11 Ch. 12	
8	8-July	Midterm Exam	Ch. 1, 3, 4, 6 - 12 as in lectures	
9	13-July	(a) Functional Strategy: Operational and International Business Modes (b) Case Study 3 – Tesla’s aggressive strategy	Ch. 13 Ch. 14	Ch.8
10	15-July	(a) Cooperative Strategy (b) Corporate Governance, Structure, and Controls (c) Review of Course Projects	Ch. 15 Ch. 16	Ch.9 Ch.10, 11
11	20-July	(a) Strategic Leadership and Entrepreneurship (b) Business Ethics	Ch. 17, 18 Ch. 21	Ch.12, 13
12	22-July	(a) Case Studies 4 – Systemic Approach (b) Strategic Scenarios and Risk	Ch. 19 Ch. 20	
13	27-July	Comprehensive Final Exam	Ch. 1, 3, 4, 6-13, 15-18, 20, 21 as in lectures	
14	31-July	Course Project Presentation and Defense		

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.

COURSE LEARNING OUTCOMES¹

	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
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
5	Define corporate development objectives that allow to achieve and sustain competitive advantage	PLO 5	ILO 4b, ILO 5b	Case study, Classroom exercise
6	Manage corporate social responsibilities issues within a context of strategic development	PLO 6	ILO 3b	Case study, Classroom exercise

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.

¹ Detailed description of learning outcomes and information about the assessment procedure are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).