



Lincoln University

BA 390 – Business Strategy and Decision Making

COURSE SYLLABUS

Summer 2024

Instructor: Prof. Alex Anokhin, PhD
Credits: 3 units
Zoom Classroom: <https://lincolnuca-edu.zoom.us/j/4929867479>
Mastery: M2A (Assessment)
Textbooks: Exploring Strategy: Text and Cases 11th Edition; Johnson, Whittington, Regnér, Scholes, Angwin; Pearson, 2017. ISBN13: 9781292145129; ISBN10: 1292145129.

Last Revision: June 1, 2024

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
1	Employ analytical techniques and tools to create valid information in support of decision-making	PLO 1	ILO 1b, ILO 2b
2	Formulate and implement strategic responses to change in external and internal environment	PLO 2	ILO 1b, ILO 2b, ILO 4b
3	Evaluate and effectively communicate potential global business opportunities and risks	PLO 3	ILO 2b, ILO 7b
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
5	Define corporate development objectives that allow to achieve and sustain competitive advantage	PLO 5	ILO 4b, ILO 5b
6	Manage corporate social responsibilities issues within a context of strategic development	PLO 6	ILO 3b

PROCEDURES AND METHODOLOGY

This is an online instruction course.

Lecture method is combined with in-class discussions, group work and assignments of various kinds. Case studies are an integral component of the course. Participation in in-class activities is an essential part of the course and will be graded.

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 keep their cameras on during the time of the class. Please plan accordingly.
3. Students are required to connect to class on time.
4. 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).
5. Cheating/plagiarism will result in "F" for the assignment / exam / course.

CASE STUDIES

The course is heavily based on case study work. Students are recommended to familiarize themselves with case study texts and work through assigned questions before coming to class. The material of the case study will be used to illustrate and discuss the theoretical concepts.

Students will be required to submit the analysis of case studies discussed in class one week after the group course project presentations.

GROUP PROJECT

Students will work analyzing a case study assigned by the instructor. The work will result in an in-class presentation.

FINAL EXAM

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

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

Case Studies	20%
Group Course Project	25%
Midterm Exam	25%
Final Exam	30%

COURSE SCHEDULE

	Topic	Assignment Due
6/10	Introduction. What is strategy?	
6/12	Macroenvironment Analysis	Case Study 1: Global Pharma (read and analyze)
6/17	Industry and Sector Analysis	
6/19	Resources and capabilities	Case Study 2: Formula 1 (read and analyze)
6/24	Business strategy and models	Case Study 3: Ryanair (read and analyze)
6/26	History and Culture	
7/1	Stakeholders and Governance	
7/3	Midterm Exam	
7/8	Corporate strategy and diversification	

7/10	International Strategy	Case Study 4: Handelsbanken (read and analyze)
7/17	Organizational Design	
7/19	Strategy Development and Evaluation	Case Study 5: Mormor Magda's Ice Cream (read and analyze)
7/24	Course Project Presentations	
7/26	Final Exam	