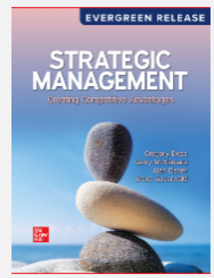
LU University
BA 290 Strategic Business Management
COURSE SYLLABUS
Fall 2026

Instructor:	Dr. Mohamed Tailab
Lecture Schedule	Tuesday, 9:00 am – 11:45 am
Credit:	3 units (45 lecture hours)
Level	Advanced (A)
Course Format	Lecture, Case Analysis, GLO-BUS Business Strategy Simulation
Office Hours:	Every day, 12:20 pm –1:20 pm via appointment **E-mail**: mtailab@lincolnuca.edu)
Textbooks:	Strategic Management: Text and Cases by Gregory G. Dess, Gerry McNamara, Alan B. Eisner and Steve Sauerwald, (2025), ISBN10: 1266029028 | ISBN13: 9781266029028
Required Simulation	GLO-BUS Business Strategy Simulation
Prerequisites	BA 301, BA 304, BA 307, BA 320, BA 340 and at least two concentration courses.
Last Revision:	August 10, 2026
NOTE:	This schedule is subject to change



COURSE DESCRIPTION
Senior-level integrating capstone course which provides the student with the opportunity to put into practice all the skills, techniques and theories acquired in functional courses such as economics, operations management, marketing, finance, accounting, and management. The emphasis is on the case method of instruction and use of a business game. (3 units) Prerequisite: Senior standing.

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 OUTCOME[1]

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

CLASSROOM TECHNOLOGY

This course utilizes the GLO-BUS Business Strategy Simulation. Students are required to register using the Company Registration Code provided by the instructor. The standard simulation fee is $44.95 per student. https://www.glo-bus.com/. Registration is required to access the GLO-BUS Corporate Lobby, participate in the simulation, and complete required online assignments, including Quiz 1, Quiz 2, and the Peer Evaluation. Students must complete registration by the deadline established by the instructor.

KEYS TO SUCCESS

To prepare well for this course, I strongly recommend that you follow these steps:

[1] Detailed description of learning outcomes and information about the assessment procedure are available at the Learning Outcomes Assessment section of LU website.

1. Before class, read the PowerPoint slides posted on Canvas.
2. Take notes in class; summarize the main ideas in your index cards.
3. If you are having difficulty, read the specified pages of the textbook and work through the end-of-chapter problems and solutions to supplement your understanding of the material.
4. If you are still facing some challenges, stop by my office either during office hours or any time by appointment through e-mail.

GRADING

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	95-100	90-94	87-89	84-86	80-83	77-79	74-76	70-73	67-69	60-66	0-59
Strategic Plan			15%		Gorup Case Studies analysis						25%
Project: Team presentation			25%		Final examination						35%

CLASSROOM PROTOCOL

Students are expected to arrive on time and be prepared to take a quiz and participate. If, for some reason, you are running late, **do not skip the class**. I prefer that you come late rather than not at all. If you must leave class early, please tell the instructor before class starts. If you cannot attend the class or other activities, such as homework or quizzes, for a strong reason, please inform the instructor in advance so that arrangements can be made to complete any missed work after the absence. All communication and electronic devices should be turned off or silenced in the classroom (cell phones, music devices, etc.). Please, do not eat food in class. It is distracting to me and your fellow students. Bottled water, coffee, tea, and soft drinks are allowed.

ATTENDANCE

Students are expected to attend each class session. If you cannot attend a class due to a valid reason, please notify the instructor before the class. Students will not receive any credit for missed assignments.

CASE STUDIES

The course is heavily based on case study work. We will discuss a few cases throughout the semester. Each is documented in the schedule below with its respective class session. The cases are included in the appendix of the book. Students are recommended to familiarize themselves with case study texts and work through assigned questions before coming to class.

Case	Case Title	Industry
1	Robin Hood	Hypothetical/Classic
2	Dirty Laundry in the Fast Fashion Industry: H&M’s Dilemma	Fast Fashion
3	Southwest Airlines: Can “Luv” Be a Competitive Advantage?	Airline
4	JetBlue in 2022	Airline
5	Emirates Airline	Airline
6	Ford: Traveling Two Roads	Automotive
7	Apple Inc.: Limits to Growth?	Computers

STRATEGIC PLAN

A Strategic Plan is a written document that outlines a company’s goals, competitive strategy, and key actions for achieving long-term success. In this course, each team will develop a strategic plan for a hypothetical company, addressing key areas such as marketing, operations, finance, innovation, and corporate social responsibility. The plan should explain how these strategic decisions are expected to improve the company's performance and strengthen its competitive position.

TEAM PRESENTATION

The Team Presentation requires students to present an executive analysis of their company's performance during the GLO-BUS simulation. Each team will explain its strategic decisions, competitive approach, financial results, challenges, and recommendations for future improvement. The presentation should demonstrate the application of strategic management concepts, effective use of performance data, teamwork, and professional communication skills. All team members must actively participate.

EXAMS

The final exam will consist of case analyses based on lectures, assigned chapters, and supplementary reading. The final exam consists of **case study analyses** that require students to apply strategic management concepts to real-world business situations. Students will evaluate a company's internal and external environment, identify strategic issues, assess competitive advantages, and recommend appropriate strategies supported by evidence and sound business reasoning. The exam measures students' ability to integrate and apply the knowledge gained throughout the course.

USE of GENERATIVE AI

Generative AI tools may be used when explicitly permitted by the instructor. Students remain responsible for the accuracy, originality, interpretation, and proper citation of submitted work.

CHEATING AND PLAGIARISM

Cheating is the actual or attempted practice of fraudulent or deceptive acts for the purpose of improving one's grade or obtaining course credit. Acts of cheating include, but are not limited to, the following: (a) plagiarism; (b) copying or attempting to copy from others during an examination or on an assignment; (c) communicating test information with another person during an examination; (d) allowing others to do an assignment or portion of an assignment; (e) using a commercial term paper service. Penalties for cheating and plagiarism range from a 0 or F on an assignment, through an F for the course, to expulsion from the university. Anyone caught cheating or plagiarizing will receive a zero (0) on the exam or assignment, and the instructor may report the incident to the Dean of Students, who may place related documentation in a file. Repeated acts of cheating may result in an F in the course and/or disciplinary action.

ACADEMIC HONESTY

The advancement of knowledge requires that all students and instructors respect the integrity of one another's work and recognize the importance of acknowledging and safeguarding intellectual property. Accordingly, Lincoln expects the highest standards of honesty and integrity from all members of the academic community. As a student, you must know that all forms of cheating, falsification, and plagiarism are against the rules of this course and of Lincoln University. It is your responsibility to ask the instructor for clarification if you are not sure what constitutes academic dishonesty are.

DISCUSSION AND PARTICIPATION

Participation includes preparing for class, completing assignments on time, engaging in class discussions and team presentations and homework explanations. Students are expected to be prepared for and participate in each week. You would lose some participation points if you were absent without informing the instructor, and if your behavior in the class obstructs other students from learning by leaving and returning to class while it is in session.

EXTRA HELP

If you find the course material challenging, please see me anytime. So, I can help you by clarifying the lecture material. Additionally, do not wait to see me if you are struggling.

METHODS OF INSTRUCTION

The instructor will conduct the course by giving lectures, facilitating solutions to in-class exercises, and conducting discussions to encourage class participation by students. Students must read each chapter before class according to the tentative schedule provided (see below), and they are responsible for asking questions and requesting clarifications during the class session. The PowerPoint slides are designed to give students a head start in learning course materials, but they are not intended to substitute.

Assignments and projects require students to actively use resources of the library. Detailed guides to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the LU Library website (lincolnuca.libguides.com)

E-MAIL

E-mail is required for this course. E-mail is the best way to contact the instructor. E-mails are generally answered within 24 hours during the week. If you do not hear from me within that time, please contact me again. Students are required to use their university e-mail for correspondence and are responsible for checking their account daily for correspondence from the lecturer.

COURSE SCHEDULE

Lecturers	Activities and Assignments	
	PART 1: STRATEGIC ANALYSIS	
25-Aug	Strategic Management: Creating Competitive Advantages	Ch.1
1-Sep	Analyzing the External Environment of the Firm	Ch.2
8-Sep	Assessing the Internal Environment of the Firm	Ch.3
15-Sep	Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources	Ch.4
	PART 2: STRATEGIC FORMULATION	
22-Sep	Business-Level Strategy: Creating and Sustaining Competitive Advantages	Ch.5
29-Sep	Corporate-Level Strategy: Creating Value through Diversification	Ch.6
6-Oct	International Strategy: Creating Value in Global Markets	Ch.7
	PART 3: STRATEGIC IMPLEMENTATION	
13-Oct	Strategic Control and Corporate Governance	Ch.9
20-Oct	Creating Effective Organizational Designs	Ch.10
27-Oct	Strategic Leadership: Creating a Learning Organization and an Ethical Organization	Ch.11
3-Nov	Managing Innovation and Fostering Corporate Entrepreneurship	Ch.12
10-Nov	Analyzing Strategic Management Cases	Ch.13
17-Nov	Case Analysis: Read and discuss	Ch.13
1-Dec	Team Presentation (the GLO-BUS simulation)	
8-Dec	**Final Exam**	