



LINCOLN UNIVERSITY

BA 380

Business Strategy & Decision Making

Tuesday and Thursday, 3:30 – 6:15 p.m.

Summer 2014

Dr. Hess

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 test, papers, and oral presentation. 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.

Learning Objectives:

Students will

- learn the principles of strategic management as it applies to organizations – for profit and nonprofit of all sizes
- learn how these principles apply to international organizations
- understand how the macroenvironment impacts on an organization and to develop strategic plans accordingly
- develop analytic skills in analyzing situations
- develop skills in working as a team in analyzing situations and developing plans to achieve organization goals

Text:

The textbook for this course is Strategic Management Concepts and Cases 13th edition (2010). Prentice Hall. ISBN: 013-612098-9

Methodology

Instruction will include lecture, student discussions of material studied and cases, and individual homework assignments. I do not teach. I help students learn. That means you will learn the best when you come to class prepared to learn.

Course Work

Since this is a capstone course, students are expected to apply the knowledge you have learned in the MBA program. This includes all disciplines – management, finance, accounting, operations management, international business, MIS, economics, marketing. Students are expected to study the assigned material before coming to class and be prepared to discuss it in open discussion. Discussions of current events will provide the opportunity to understand how companies apply strategy in their plans.

There will be weekly cases to analyze as a method of using the concepts/principles studied in the MBA program as they apply to Strategic Management.

Each hand in assignment is to have student name, id number, and name of the assignment on the first page. Lincoln University uses APA style format for student work. If you are unfamiliar with this format contact the library for help.

One way to study strategic management is to study history learning what companies did and the results the company achieved. As we know past results are not indicative of future results. However they offer us the opportunity to learn successes and failures of companies in their strategic planning.

Weekly Cases

Each week two cases will be assigned. Students are to study each case and be prepared to discuss them in class. One of the cases will be assigned to be turned in. Cases turned in will be graded as

- Summary of case 10 points
- Presentation of case 10 points
- Analysis of relevant information 10 points
- Recommendation 10 points

Major Case

There is a major case to study, analyze, and prepare a recommendation for. I will provide cases for study or students may pick a current situation to study/analyze and resolve.

Bibliography

In addition to the text used for this course, it may help the students to expand their interest and knowledge in the subject by reading material in other publications and texts. Recommend reading includes:

The Wall Street Journal

Forbes

San Francisco Business Times

Entrepreneurship

Expectations

This course is designed to enable students to learn strategic planning. It therefore is an application course. Students will be expected to gather information, determine the relevant information, analyze it based on organizational goals, strengths/weaknesses, and make specific recommendation. Recommendations are to be based on facts – not feelings.

My expectation is that you will prepare yourself for each class session and come to class prepared to actively participate in the discussion.

Evaluation

Grades will be based on quality of reports, project, and classroom participation. Attendance is important. This is an application course. Students will need to be prepared to make recommendations based on analysis of information and application to a company's situation.

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|---------------------------|------------------|
| • Weekly hand in cases | 200 points |
| • Classroom participation | 50 points |
| • Project/major case | 100 points |
| • Article assignments | <u>50 points</u> |
| | 400 points |

Each week there will be two cases to analyze. We will discuss each case in class. One case will be assigned as a written hand in assignment. The weekly written hand in cases will be evaluated for summary of information, analysis, recommendation, and presentation. Ten points for each category for a total of 40 points for each written hand in case.

Grading:	350 – 400 - A	330 – 349 - A-	310 – 329 - B+
	290 – 309 - B	270 – 289 - B-	250 – 269 - C+
	230 – 249 - C	210 – 229 - C-	190 – 209 - D
	Below 190 - F		

Students are expected to follow Lincoln University's Student Standard of Conduct and the Honor Code. These can be found in the Student Handbook. Violations could have a negative impact on a student's grade.

Course Schedule

June	10	Introduction to course. Discuss plans for the course. Chapter 1 The Nature of Strategic Management
	12	Chapter 2 The Business Vision & Mission Part 6 p. 346 – 355
	17	Article assignment – hand in Toucan Case – provided by instructor. Be prepared to discuss in class. In class exercise
	19	Chapter 3 The External Assessment Fox Broadway case – Hand in
	24	Chapter 4 The Internal Assessment Family Dollar Store, Inc. – Hand in
	26	Chapter 5 Strategies in Action Article Assignment – hand in
July	1	Chapter 6 Strategy Analysis and Choice K Mart case – hand in
	3	Chapter 7 Implementing Strategies: Management and Operations Issues Macy's – be prepared to discuss
	8	Chapter 8 Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues Starbucks case – hand in
	10	Chapter 9 Strategy Review, Evaluation, and Control Charles Schwab case – be prepared to discuss
	15	Chapter 10 Business Ethics/Social Responsibility/Environmental Sustainability Whole Foods case – hand in
	17	Chapter 11 Global/International Issues NuSkin case – be prepared to discuss
	22	Major case discussion provided by instructor
	24	Major case discussion provided by instructor

Instructor

I have over 40 years of strategic decision making for such companies as Monsanto, Owens-Corning Fiberglas, W. H. Brady Co., Dennison Eastman, and H.S. Crocker Co.

I am in my office every afternoon. You can stop in any time to discuss problems/issues you may have. It would be more productive to send me an email at whess@lincolnuca.edu. In advance of your coming telling me what you want to discuss. Since Lincoln University has an email address for each student, I will only respond to emails with a Lincoln University address.

Syllabus Reviewed: June 4, 2014