

**The University of Hong Kong
School of Business
BUSI 0009H&I Business Policy
2nd Semester 2010-2011**

I. INFORMATION ON INSTRUCTOR

Instructor: Youtha Cuypers
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Office hours: Wednesdays from 13.00-14.30
Additional office hours are available by appointment.

II. COURSE INFORMATION AND OBJECTIVES

Prerequisites:

BUSI1002 Introduction to accounting, and
BUSI0016/ FINA1002 Introduction to finance or FINA1003 Corporate finance, and
BUSI1004 Marketing, and
BUSI1007 Principles of Management or BUSI1005 Organizational behavior, and
ECON1001 Introduction to economics I, and
BUSI0036 Quantitative analysis for business decision I or STAT0302 Business statistics or
STAT1306 Introductory statistics

Textbook:

Recommended textbook: *Hitt, M.A., Hoskisson, R. E., & Ireland, R. D., Management of Strategy Concepts, International Edition. Thomson. ISBN-13: 9780538753210 / ISBN-10: 0538753218*
Lecture notes and supplementary readings will be posted on the course's website before each class.

Course Description:

The Business Policy course will focus on formulating and implementing business strategy. Successful business policies require a detailed understanding of the overall environment of which the firm is part as well as the ability to create value in order to serve customers in the face of competition. Successful business policies also require analytical and administrative capabilities. The best analysis in the world will not lead to corporate success if it cannot be turned into actionable strategies that can be successfully implemented. Similarly, the best administrator in the world will not be able to help a firm with the wrong strategy achieve peak performance.

Course Objectives:

1. To provide a detailed understanding of the theories of strategic management, firms' external and internal environments, and business strategy.
2. To provide an understanding of the nature of business competition.
3. To prepare students for career in the business field.

III. LEARNING OUTCOMES

By the end of the course, students should be able to:

- CLOS1. Explain the strategic management theories and concepts.
- CLOS2. Understand the impact of firms' internal and external environments on performance.
- CLOS3. Apply analytical frameworks to define and analyze strategic problems; and to formulate and implement business strategies.
- CLOS4. Explain the complex business opportunities and problems in a global context.
- CLOS5. Demonstrate effective communication skills.

IV. ALIGNMENT OF PROGRAM AND COURSE OUTCOMES

1. Acquisition and internalization of knowledge of major business disciplines	CLOS1, CLOS2, CLOS3. CLOS4
2. Application and integration of knowledge	CLOS2, CLOS3, CLOS4
3. Inculcating professionalism and leadership	CLOS4
4. Developing global outlook	CLOS2, CLOS3, CLOS4
5. Mastering communication skills	CLOS5

V. TEACHING AND LEARNING ACTIVITIES

TLA1. Lectures:

Instructor will give lectures on major concepts and issues, and will show video clips to help students better understand the strategic management issues.

TLA2. Case Discussions:

Students will be asked to actively participate in all class case discussions.

TLA3 Homework:

Students will be asked to write a report to assess business strategies of firms and to prepare case discussions.

TLA4. Consultation:

Instructor holds weekly consultation hours to address students' questions.

VI. ASSESSMENT

Assessment:

The assessment is based on a group project, class participation, and an end-of-term test. The weights of the components in determining the final grade are:

- A1. Group project 35%
 - Presentation and Q&A 10%
 - Written report 25%
- A2. Class participation: 20%
- A3. End-of-term exam 45%

Relationship Among Course Learning Outcome, Teaching and Learning Activities and Assessments:

Learning outcome (CLO)	Teaching and learning activity (TLA)	Assessment
1.	TLA1, 2, 3, 4	A1, 2, 3
2.	TLA1, 2, 3, 4	A1, 2, 3
3.	TLA1, 2, 3, 4	A1, 2, 3
4.	TLA1, 2, 3, 4	A1, 2, 3
5.	TLA1, 2, 3, 4	A1, 2, 3

A1. Group Project

Students are required to form a team (details will be provided at the start of the course). Each team is required to perform an in-depth, longitudinal analysis of a company and the industry in which it operates. Each team is required to submit one *written report* and make one *presentation* for the term project.

Written report: Each team should submit one term report. The term project report should be type written, 1.5 line-spaced, using 12-point size font, and should not exceed 20 pages (excluding appendices, references, and endnotes). The cover page should provide the complete name of the team members, student ID number, and course code. The report should contain the following sections: (1) A cover page listing team members; (2) Table of contents; (3) Executive Summary; (4) Company Background/History; (5) Industry Analysis (including Environmental/Industry analysis/Future trends, Competitor analysis, etc); (6) Company Analysis (based on the topics covered in class); (7) List of references; (8) Exhibits (Tables and charts). The deadline for the written report is on Friday April 1st at 5 p.m.

Presentation: Each team is required to present their analysis to the class. The presentation cannot exceed 20 minutes. Immediately after finishing the presentation, each team will host a Q&A session of 5-10 minutes. Teams should prepare for their presentations as though they will be addressing their respective company's Board of Directors. Also, note that interesting presentations offer a judicious mix of anecdotes and analysis. Therefore, do not try to cram every single detail from your written report into your presentation.

- Submit your presentation slides by email 24 hours before class starts.

The choice of company needs to be approved by the end of Week 7 (February 25) at the latest. In case multiple groups choose the same company, the first to indicate their choice by email will be allowed to proceed with the chosen company, the other group will have to find an alternative. The company needs to be listed on the NYSE, NASDAQ or HKEX, and cannot have been used in class, either as a case study or as an example discussed in detail to illustrate the theory.

A2. Class Participation

This is a participatory class where we will learn from each other as well as the text and related materials. Therefore, participation is required and each student must be willing to contribute effectively. You may be called (at random) at any time during class to contribute to or critique the

on-going discussion. Therefore, you will be expected to come to class well prepared to discuss and answer questions about all assigned chapters and all cases. We will not spend any significant amount of class time repeating what was contained in the cases. You should be prepared to discuss all assigned readings.

- Come to class well prepared. Read the case several times and think about how the concepts from the chapter or those discussed in class can be applied. Make notes that you can refer to during class.
- Contribute ideas and analysis to the class discussion. Given the complexities of the real world, there is no single right answer. What is more important is how you use strategic concepts and tools to analyze a situation.
- Listen carefully to your classmates and suggest supporting or alternative views.

Your class participation grade is determined based on the *quality and quantity* of your contributions. Not participating in class discussions will affect your final grade significantly, even if you attend all class sessions. Without participating you will not be able to get a pass grade on the participation component.

Therefore, it is extremely important that you attend all class sessions. Each absence will reduce your class participation grade. Similarly, inappropriate and disturbing behavior in the class room such as arriving late or distracting other students will negatively affect your participation grade.

Class participation grades are *at the discretion* of the instructor and are not subject to debate, bargaining or appeal. Absences, excessive tardiness, or leaving early may hurt your individual participation grade. Active participation is not possible if you are distracted. Therefore, the use of laptops for any purpose other than taking notes, and the use of mobile phones is not allowed in the classroom.

A3. End of Term Exam

The final exam is a closed book exam which will cover the entire contents of this course. It may consist of a case analysis and/or a combination of short-answer, multiple choice, and essay questions. No make-up exams will be administered. More information will be made available during the course.

VII. STANDARDS OF ASSESSMENT

Exams and projects are graded using the following criteria:

Standards for assessment - Written assignment

Grade	Depth and breadth of coverage, critical elements, structure, language and conventions
<p>A High Distinction 80 - 100%</p>	<p>All aspects were addressed and researched in great depth. Demonstrates a clear understanding of, and the ability to apply theory, concepts and issues relating to the topic. Able to clearly identify the most critical aspects of the task and adopt a critical perspective. Excellent development of arguments and offers a logically consistent and well-articulated analysis and insight into the subject. Draws widely from the academic literature and elsewhere whilst maintaining relevance. All aspects conform to a high academic / professional standard</p>
<p>B Distinction 70% - 79%</p>	<p>Most aspects were addressed and researched in depth. Demonstrates a good understanding and some application of the theory and issues relating to the topic. Able to identify critical aspects of the task and adopt a critical perspective. Some evidence of analysis, supported by logical argument and insight into the subject. Draws on relevant academic and other material. Most aspects conform to a high academic / professional standard.</p>
<p>C Credit Pass 60% - 69%</p>	<p>Most aspects were addressed and researched adequately. Demonstrates a good understanding of the theory, concepts and issues relating to the topic but limited application relating to the topic. Some arguments presented showing some insight but not always consistent and logical. Draws upon an adequate range of academic and other material Most aspects conform to an acceptable academic / professional standard.</p>
<p>D Pass 50% - 59%</p>	<p>Basic aspects were addressed and researched adequately. Demonstrates mainly description, showing basic understanding of the topic but no application. Little evidence of analysis but no clear and logical argument relating to the subject. Draws primarily upon course materials. Limited aspects conform to academic / professional standards.</p>
<p>E/F Fail <50%</p>	<p>Basic aspects were superficial, inadequate or absent. Demonstrates limited understanding of the topic and draws conclusions unrelated to the topic. The written work is not of an academic / professional standard.</p>

Standards for assessment – Oral presentation

Grade	Depth and breadth of coverage, critical elements, structure, language and conventions
<p>A High Distinction 80 - 100%</p>	<p>The presentation was highly successful at communicating the essential elements of the topic to the audience. Concepts were thoroughly explained and clarified. The presentation demonstrated deep understanding on comprehension of the topic. There was clear evidence of independent thought and reflection on the topic. The topic was covered in a highly professional and organized manner. The presenter(s) displayed excellent verbal skills and delivered a highly interesting, coherent presentation at an appropriate level for the audience.</p>
<p>B Distinction 70% - 79%</p>	<p>The presentation was successful at communicating the essential elements of the topic to the audience. Most concepts were well explained and clarified. The presentation demonstrated sound understanding and comprehension of most aspects of the topic. The topic was covered in a professional and organized manner. The presenter displayed good verbal skills and mostly delivered an interesting, coherent presentation at an appropriate level for the audience.</p>
<p>C Credit Pass 60% - 69%</p>	<p>The presentation adequately communicated most of the essential elements of the topic to the audience. Most concepts were adequately explained. The presentation demonstrated good understanding and comprehension of most aspects of the topic. The topic was covered in an organized manner. The presenter displayed adequate verbal skills and mostly delivered a coherent presentation at an appropriate level for the audience.</p>
<p>D Pass 50% - 59%</p>	<p>The presentation basically covered the main aspects of the topic. The presentation demonstrated basic understanding and comprehension of most of the topic. The topic was covered in a basic manner. The presenter displayed minimal standards of verbal skills and/or coherence.</p>
<p>E/F Fail <50%</p>	<p>The presentation was poorly addressed and/or concepts were inadequately explained. The presentation did not demonstrate sufficient understanding and comprehension of the topic. The topic was not covered acceptably and/or was poorly organized. Verbal skills were inadequate.</p>

VIII. ACADEMIC AND CLASS CONDUCT

The University Regulations on academic dishonesty will be strictly enforced. Please check the University Statement on plagiarism at <http://www.hku.hk/plagiarism/>.

Students are required to **attend all classes on time**.

IX. COURSE SCHEDULE

One-hour sessions will focus on theory, and two-hour sessions are dedicated to case discussions.

Group H

	Topic	Reading
Week 1 (10/1-14/1)		
Lecture class (1hr - Wed.)	Introduction to Business Policy/Strategy	Book Chapter 1
Lecture class (2hrs - Fri.)	The External Environment	Book Chapter 2
Week 2 (17/1-21/1)		
Lecture class (1hr - Wed.)	The Internal Environment	Book Chapter 3
Case class (2hrs - Fri.)	The External Environment	Case 1: McDonalds
Week 3 (24/1-28/1)		
Lecture class (1hr - Wed.)	Business level Strategy	Book Chapter 4
Case class (2hrs - Fri.)	The Internal Environment	Case 2: Wal-Mart
Week 4 (31/1-4/2)		
Lecture class (1hr - Wed.)	No Class - CNY	
Case class (2hrs - Fri.)	No Class - CNY	
Week 5 (7/2-11/2)		
Lecture class (1hr - Wed.)	Competitive Rivalry and Dynamics	Book Chapter 5
Lecture class (2hrs - Fri.)	Business level Strategy	Case 3: Coopers Brewery
Week 6 (14/2-18/2)		
Lecture class (1hr - Wed.)	Corporate Level Strategy (diversification)	Book Chapter 6
Case class (2hrs - Fri.)	Competitive Rivalry and Dynamics	Case 4: Ryanair
Week 7 (21/2-25/2)		
Lecture class (1hr - Wed.)	Strategic Acquisitions & Restructuring	Book Chapter 7
Case class (2hrs - Fri.)	Corporate Level Strategy (diversification)	Case 5: Lonrho
Reading week (28/2-4/3)	No Class	

Group H (continued)

Week 8 (7/3-11/3)		
Lecture class (1hr - Wed.)	Global Strategy/Internationalization	Book Chapter 8
Case class (2hrs - Fri.)	Strategic Acquisitions & Restructuring	Case 6: Acquisition of Hummer
Week 9 (14/3-18/3)		
Lecture class (1hr - Wed.)	No class	
Lecture class (2hrs - Fri.)	Global Strategy/Internationalization	Case 7: Euro Disney
Week 10 (21/3-25/3)		
Lecture class (1hr - Wed.)	Cooperative Implication for Strategy	Book Chapter 9
Case class (2hrs - Fri.)	Cooperative Implication for Strategy	Case 8: Eli Lilly
Week 11 (28/3-1/4)		
Lecture class (1hr - Wed.)	Leadership & Entrepreneurship	Book Chapter 12 & 13
Case class (2hrs - Fri.)	Leadership & Entrepreneurship	Book Chapter 12 & 13
DEADLINE PROJECTS Friday 1/4 at 5 p.m.		
Week 12 (4/4-8/4)		
Lecture class (1hr - Wed.)	Group presentations	
Case class (2hrs - Fri.)	Group presentations	
Week 13 (11/4-15/4)		
Lecture class (1hr - Wed.)	Group presentations	
Case class (2hrs - Fri.)	Group presentations	
Week 14 (18/4-22/4)		
Lecture class (1hr - Wed.)	Summary of the course	
Case class (2hrs - Fri.)	No class	

Group I

	Topic	Reading
Week 1 (10/1-14/1)		
Lecture class (2hrs -Mon.)	Introduction to Business Policy/Strategy	Book Chapter 1
Lecture class (1hr - Fri.)	The External Environment	Book Chapter 2
Week 2 (17/1-21/1)		
Case class (2hrs - Mon.)	The External Environment	Case 1: McDonalds
Lecture class (1hr - Fri.)	The Internal Environment	Book Chapter 3
Week 3 (24/1-28/1)		
Case class (2hrs - Mon.)	The Internal Environment	Case 2: Wal-Mart
Lecture class (1hr - Fri.)	Business level Strategy	Book Chapter 4
Week 4 (31/1-4/2)		
Case class (2hrs - Mon.)	Business level Strategy	Case 3: Coopers Brewery
Lecture class (1hr - Fri.)	No Class - CNY	
Week 5 (7/2-11/2)		
Case class (2hrs - Mon.)	No Class - CNY	
Lecture class (1hr - Fri.)	Competitive Rivalry and Dynamics	Book Chapter 5
Week 6 (14/2-18/2)		
Case class (2hrs - Mon.)	Competitive Rivalry and Dynamics	Case 4: Ryanair
Lecture class (1hr - Fri.)	Corporate Level Strategy (diversification)	Book Chapter 6
Week 7 (21/2-25/2)		
Case class (2hrs - Mon.)	Corporate Level Strategy (diversification)	Case 5: Lonrho
Lecture class (1hr - Fri.)	Strategic Acquisitions and Restructuring	Book Chapter 7
Reading week (28/2-4/3)	No Class	
Week 8 (7/3-11/3)		
Case class (2hrs - Mon.)	Strategic Acquisitions & Restructuring	Case 6: Acquisition of Hummer
Lecture class (1hr - Fri.)	Global Strategy/Internationalization	Book Chapter 8
Week 9 (14/3-18/3)		
Case class (2hrs - Mon.)	No class	
Lecture class (1hr - Fri.)	Cooperative Implication for Strategy	Book Chapter 9
Week 10 (21/3-25/3)		
Case class (2hrs - Mon.)	Global Strategy/Internationalization	Case 7: EuroDisney
Lecture class (1hr - Fri.)	Leadership & Entrepreneurship	Book Chapter 12 & 13
Week 11 (28/3-1/4)		
Lecture class (2hrs -Mon.)	Cooperative Implication for Strategy	Case 8: Eli Lilly
Lecture class (1hr - Fri.)	TBD	TBD
DEADLINE PROJECTS Friday 1/4 at 5 p.m.		

Group I (continued)

Week 12 (4/4-8/4)		
Presentation class (2hrs - Mon.)	Group presentations	
Presentation class (1hr -Fri.)	Group presentations	
Week 13 (11/4-15/4)		
Presentation class (2hrs Mon.)	Group presentations	
Presentation class (1hr -Fri.)	Group presentations	
Week 14 (18/4-22/4)		
Presentation class (2hrs-Mon.)	Summary of the course	
Presentation class (1hr -Fri.)	No class	

Please note that the syllabus and schedule may be changed at the instructor's discretion.