

The University of Hong Kong
School of Business
BUSI 0009C&E Business Policy
1st Semester 2011-2012

I. INFORMATION ON INSTRUCTOR

Instructor: Dr. Youtha Cuypers

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Office hours: Tuesdays 2.15pm-3.45pm

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

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 or distributed in 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 and sources of competitive advantage.
3. To develop the ability to analyze and understand a firm's external and internal environments, its strategies and its performance.
4. To prepare students for a 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 (oral and written).

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. Class Discussions:

Students will be asked to actively participate in all discussions in class, i.e., during case discussions and the discussion of other practical examples or current affairs.

TLA3 Homework:

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

TLA4 Presentation:

Students will be asked to do a presentation on the analysis of the company they chose for the group project.

TLA5. 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 40%
- A2. Class participation: 20%
- A3. End-of-term exam 40%

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

Learning outcome (CLO)	Teaching and learning activity (TLA)	Assessment
1.	TLA1, 2, 3, 4,5	A1, 2, 3
2.	TLA1, 2, 3, 4,5	A1, 2, 3
3.	TLA1, 2, 3, 4,5	A1, 2, 3
4.	TLA1, 2, 3, 4,5	A1, 2, 3
5.	TLA 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 November 4th 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 team composition needs to be finalized by Friday September 23rd. The choice of company needs to be approved by the end of Week 6 (October 7) 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 in class or in the book 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. The exam will consist of a case analysis and multiple choice 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:

AI: Group Project (40%)

Standards for assessment - Written report

Grade	Criteria:
<p>Outstanding 85-100%</p>	<ul style="list-style-type: none"> - Identification of critical issues (including recent events). - Understanding and correct application of theory - Articulation of arguments - Relevance, logic and creativity of recommendations - Structure - Use and correct citation of relevant sources of information - Language and style (grammar and spelling) <p><u>Analysis and application of theory (50%):</u></p> <ul style="list-style-type: none"> ▪ Demonstrates an outstanding understanding of, and the ability to apply theory and concepts to the case chosen. ▪ All relevant aspects (including recent events) were addressed and researched in sufficient depth. ▪ Draws widely from relevant sources and cites sources correctly. <p><u>Recommendations and Conclusions (30%):</u></p> <ul style="list-style-type: none"> ▪ Outstanding ability to adopt a critical perspective and provide adequate, feasible and creative recommendations. ▪ Conclusions follow logically from analysis. <p><u>Writing and Structure (20%):</u></p> <ul style="list-style-type: none"> ▪ Logical structure of report as a whole. ▪ Excellent development of arguments and offers a logically consistent and well-articulated analysis and insight into the subject. ▪ No spelling or grammar mistakes.
<p>Good 70-84%</p>	<p><u>Analysis and application of theory (50%):</u></p> <ul style="list-style-type: none"> ▪ Demonstrates a good understanding of, and the ability to apply theory and concepts to the case chosen. ▪ Most relevant aspects (and recent events) were addressed and researched in sufficient depth. ▪ Draws widely from relevant sources and cites sources correctly. <p><u>Recommendations and Conclusions (30%):</u></p> <ul style="list-style-type: none"> ▪ Good ability to adopt a critical perspective and provide adequate, feasible and creative recommendations. ▪ Conclusions follow logically from analysis. <p><u>Writing and Structure (20%):</u></p> <ul style="list-style-type: none"> ▪ Logical structure of report as a whole. ▪ Good development of arguments and offers a logically consistent and well-articulated analysis and insight into the subject. ▪ No spelling or grammar mistakes.

<p>Competent 60-69%</p>	<p><u>Analysis and application of theory (50%):</u></p> <ul style="list-style-type: none"> ▪ Demonstrates a sufficient understanding of, and the ability to apply theory and concepts to the case chosen. ▪ Some relevant aspects and recent events were addressed and researched in depth. <p><u>Recommendations and Conclusions (30%):</u></p> <ul style="list-style-type: none"> ▪ Mediocre ability to adopt a critical perspective and provide adequate, feasible and creative recommendations. ▪ Conclusions follow logically from analysis. ▪ Draws widely from relevant sources and cites sources correctly. <p><u>Writing and Structure (20%):</u></p> <ul style="list-style-type: none"> ▪ Logical structure of report as a whole. ▪ Good development of arguments and offers a logically consistent and well-articulated analysis and insight into the subject. ▪ No spelling or grammar mistakes.
<p>Sufficient 50-59%</p>	<p><u>Analysis and application of theory (50%):</u></p> <ul style="list-style-type: none"> ▪ Demonstrates limited understanding of, and the ability to apply theory and concepts to the case chosen. ▪ Some relevant aspects and recent events were addressed and researched to a moderate degree. ▪ Limited use of sources of information but correct citation of sources. <p><u>Recommendations and Conclusions (30%):</u></p> <ul style="list-style-type: none"> ▪ Mediocre ability to adopt a critical perspective and provide adequate, feasible and creative recommendations. ▪ Link between analysis and conclusions drawn is weak. <p><u>Writing and Structure (20%):</u></p> <ul style="list-style-type: none"> ▪ Flaws in the logic of the structure of report as a whole. ▪ Mediocre development of arguments offering limited insight into the subject. ▪ No spelling or grammar mistakes.
<p>Fail <50%</p>	<p><u>Analysis and application of theory (50%):</u></p> <ul style="list-style-type: none"> ▪ Demonstrates lack of understanding of, and the ability to apply theory and concepts to the case chosen. ▪ Relevant aspects and recent events were not addressed. <p><u>Recommendations and Conclusions (30%):</u></p> <ul style="list-style-type: none"> ▪ Inability to adopt a critical perspective and provide adequate, feasible and create recommendations. ▪ Conclusions do not follow logically from the analysis. <p><u>Writing and Structure (20%):</u></p> <ul style="list-style-type: none"> ▪ Flaws in the logic of the arguments and the structure of the report. ▪ Failure to use available software for grammar and spelling checks, resulting in poor writing, typos and grammatical errors.

Standards for assessment - Group Project Presentation

Grade	Criteria: <ul style="list-style-type: none"> - Focus - Logic - Understanding of topic - Presentation skills - Timing
Outstanding 85-100%	<u>Content of presentation (70%)</u> <ul style="list-style-type: none"> ▪ The presentation was highly successful at communicating the essential elements of the analysis and conclusions to the audience in a logical manner. ▪ Concepts were thoroughly explained and clarified when necessary. ▪ The presentation demonstrated a deep understanding and comprehension of the topic (theory and practical application). ▪ There was clear evidence of independent and critical thinking. <u>Execution of presentation (30%)</u> <ul style="list-style-type: none"> ▪ The presenter(s) displayed excellent verbal skills and delivered a highly interesting and coherent presentation. ▪ Visual aids were appropriately used and clear. ▪ The presentation was completed within the time limit.
Good 70-84%	<u>Content of presentation (70%)</u> <ul style="list-style-type: none"> ▪ The presentation was successful at communicating the essential elements of the analysis and conclusions to the audience in a logical manner. ▪ Most concepts were thoroughly explained and clarified when necessary. ▪ The presentation demonstrated a sound understanding and comprehension of the topic (theory and practical application). ▪ There was evidence of independent and critical thinking. <u>Execution of presentation (30%)</u> <ul style="list-style-type: none"> ▪ The presenter(s) displayed good verbal skills and delivered an interesting and coherent presentation. ▪ Visual aids were appropriately used and clear. ▪ The presentation was completed within the time limit.
Competent 60-69%	<u>Content of presentation (70%)</u> <ul style="list-style-type: none"> ▪ The presentation adequately communicated the essential elements of the analysis and conclusions to the audience in a logical manner. ▪ Most but not all concepts were thoroughly explained and clarified when necessary. ▪ The presentation demonstrated an acceptable level of understanding and comprehension of the topic (theory and practical application). ▪ There was limited evidence of independent and critical thinking. <u>Execution of presentation (30%)</u> <ul style="list-style-type: none"> ▪ The presenter(s) displayed mediocre verbal skills and delivered a somewhat interesting and coherent presentation. ▪ Visual aids were appropriately used and clear. ▪ The presentation was completed within the time limit.
Sufficient 50-59%	<u>Content of presentation (70%)</u> <ul style="list-style-type: none"> ▪ The presentation only covered some basic elements of the analysis and conclusions to the audience in a somewhat logical manner. ▪ Very few concepts were thoroughly explained and clarified when necessary. ▪ The presentation demonstrated very limited level of understanding and comprehension of the topic (theory and practical application). ▪ There was very limited evidence of independent and critical thinking. <u>Execution of presentation (30%)</u> <ul style="list-style-type: none"> ▪ The presenter(s) displayed minimal verbal skills and the presentation lacked in coherence. ▪ Visual aids were somewhat appropriately used but unclear. ▪ The presentation was completed within the time limit.

Fail <50%	<p><u>Content of presentation (70%)</u></p> <ul style="list-style-type: none"> ▪ The presentation failed to address the basic and key issues of the analysis and conclusions. ▪ The presentation did not demonstrate sufficient understanding and comprehension of the topic. <p><u>Execution of presentation (30%)</u></p> <ul style="list-style-type: none"> ▪ Verbal skills were inadequate. ▪ Visual aids were inadequately used. ▪ The presentation was not completed within the time limit.
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A2: Class Participation (20%)

Standards for assessment – Class Participation

Grade	<p>Assessment criteria:</p> <ul style="list-style-type: none"> - Attendance - Voluntary and consistent participation - Quality of comments (accuracy, clarity, relevance) - Analytical ability - Link to theory and concepts
Outstanding 85-100%	<p>Attended all case sessions and missed minimal amount of lectures. Consistently participated voluntarily in case discussions and other class discussions. All or almost all contributions to the discussion are relevant, clear, well articulated and insightful and consist of relevant and helpful examples and analyses, creative and insightful solutions, thereby appropriately challenging assumptions and perspectives, showing outstanding ability to apply theory and concepts to practical examples.</p>
Good 70-84%	<p>Attended all case sessions and missed minimal amount of lectures. Consistently participated voluntarily in case discussions and other class discussions. Most contributions to the discussion are relevant, clear, well articulated and insightful and consist of relevant and helpful examples and analyses, creative and insightful solutions, thereby appropriately challenging assumptions and perspectives, showing strong ability to apply theory and concepts to practical examples.</p>
Competent 60-69%	<p>Attended all case sessions and missed minimal amount of lectures. Occasionally participated voluntarily in case discussions and other class discussions. Some contributions to the discussion are relevant, clear, well articulated and insightful and consist of relevant and helpful examples and analyses, showing some creative and insightful solutions, thereby showing moderate ability to apply theory and concepts to practical examples.</p>
Sufficient 50-59%	<p>Attended all case sessions and missed minimal amount of lectures. Occasionally participated voluntarily in case discussions and other class discussions. Few contributions to the discussion are relevant, clear, well articulated and insightful and consist of limited relevant and helpful examples and analyses, showing very limited creative and insightful solutions, thereby showing very limited ability to apply theory and concepts to practical examples.</p>
Fail <50%	<p>Missed multiple case sessions and/or failed to participate voluntarily or simply recited comments made by others.</p>

A3: End of term exam (40%)

Standards for assessment –Case analysis (exam)

Grade	Criteria:
	<ul style="list-style-type: none"> - Ability to think analytically (conduct case analysis) - Ability to apply concepts and theory - Ability to clearly articulate a point of view and answer
Outstanding 85-100%	<ul style="list-style-type: none"> ▪ All or almost all of the questions are clearly and accurately answered showing outstanding insights into the theoretical material and an outstanding ability to conduct case analysis and apply concepts and theory. ▪ All or almost all of the responses are well organized, clear, fluent, and with sufficient elaboration.
Good 70-84%	<ul style="list-style-type: none"> ▪ Most of the questions are clearly and accurately answered showing good insights into the theoretical material and a strong ability to conduct case analysis and apply concepts and theory. ▪ Most of the responses are well organized, clear, fluent, and with sufficient elaboration.
Competent 60-69%	<ul style="list-style-type: none"> ▪ Some of the questions are clearly and accurately answered showing good insights into the theoretical material and a strong ability to conduct case analysis and apply concepts and theory. ▪ Some of the responses are well organized, clear, fluent, and with sufficient elaboration.
Sufficient 50-59%	<ul style="list-style-type: none"> ▪ Few of the questions are clearly and accurately answered showing good insights into the theoretical material and a strong ability to conduct case analysis and apply concepts and theory. ▪ Few of the responses are well organized, clear, fluent, and with sufficient elaboration.
Fail <50%	<ul style="list-style-type: none"> ▪ Very few or none of the questions are clearly and accurately answered showing good insights into the theoretical material and a strong ability to conduct case analysis and apply concepts and theory. ▪ Very few or none of the responses are well organized, clear, fluent, and with sufficient elaboration.

Standards for assessment –Multiple Choice Questions

Grade	
Outstanding 85-100%	100-80% of questions correct
Good 70-84%	79-70% of questions correct
Competent 60-69%	69-60% of questions correct
Sufficient 50-59%	59-50% of questions correct
Fail <50%	Less than 50% of questions correct

Course Final Grade:

The final grade for the course will be based on the scores for all the assessment tasks as follows:

Final grade = Class participation (20%) + Group project written report (25%)+ Group project presentation (10%) + Final Exam (MC+Essay questions) (45%)

The conversion of the score to the course final grade is summarized below:

A+, A, A-	85%-100%
B+, B, B-	70% – 84%
C+, C, C-	60% – 69%
D+, D	50% – 59%
F	< 50%

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 generally focus on theory, and two-hour sessions are dedicated to case discussions and other practical examples. We will go through the theory very quickly so we can spend more time on cases and practical examples, **so read the chapters before class and come to class prepared!**

Tentative schedule

Week	Date	Day	Topic	Readings
1	1-Sep	THU (2hrs)	Introduction	Chapter 1
2	6-Sep	TUES (1hr)	External Environment	Chapter 2
2	8-Sep	THU (2hrs)	External + Internal environment	Chapters 2 & 3
3	13-Sep	TUES	NO CLASS: PUBLIC HOLIDAY	
3	15-Sep	THU (2hrs)	Case Analysis: External + Internal Environment	CASE 1: McDonalds
4	20-Sep	TUES (1hr)	Business Level Strategy	Chapter 4
4	22-Sep	THU (2hrs)	Case Analysis: Business Level Strategy	CASE 2: TBD
5	27-Sep	TUES (1hr)	Competitive Dynamics	Chapter 5
5	29-Sep	THU (2hrs)	Case Analysis: Competitive Dynamics	CASE 3: Ryan Air
6	4-Oct	TUES (1hr)	Corporate level strategy	Chapter 6
6	6-Oct	THU (2hrs)	Corporate Level Strategy + Corp. Governance	Chapter 6 + 10 (selected parts)
7	11-Oct	TUES (1hr)	Strategic Acquisitions & Restructuring	Chapter 7
7	13-Oct	THU (2hrs)	Case analysis: Corporate level strategy + M&As	CASE 4: TBD
8	18-Oct	TUES	NO CLASS: READING WEEK	
8	20-Oct	THU	NO CLASS: READING WEEK	
9	25-Oct	TUES (1hr)	Global Strategy	Chapter 8
9	27-Oct	THU (2hr)	Case analysis: global strategy	CASE 5: Euro Disney
10	1-Nov	TUES (1hr)	Cooperative Strategy	Chapter 9
10	3-Nov	THU (2hrs)	Case analysis: Cooperative strategy	CASE 6: TBD
11	8-Nov	TUES (1hr)	Structure	Chapter 11
11	10-Nov	THU (2hrs)	Case analysis	Case 7: TBD
12	15-Nov	TUES (1hr)	Project Presentations	
12	17-Nov	THU (2hrs)	Project Presentations	
13	22-Nov	TUES (1hr)	Project Presentations	
13	24-Nov	THU (2hrs)	Project Presentations + Revision	
14	29-Nov	TUES (1hr)	Revision	

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