

**The University of Hong Kong
School of Business**

**BUSI 0009H&I Business Policy
2nd Semester 2011-12**

I. INFORMATION ON INSTRUCTOR

Lecturer: Dr. Christine Chan
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Office hours: Mondays 10:00 am – 10:30 am & Thursdays 3:30 pm – 4:00 pm
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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

Course Readings:

1. Lecture notes will be posted on WebCT before each class.
2. Harvard Business School and Ivey School of Business cases and readings will be distributed before each class.
3. Reference textbook: Hitt, M.A., Hoskisson, R. E., & Ireland, R. D. Management of Strategy: Concepts and cases. Thomson. (The textbook is used as reference only and you do not have to buy it)

II. COURSE INFORMATION

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.

The course will focus on the analytical and managerial tasks involved in developing strategies that create value by satisfying customer demand in an ever-changing competitive landscape. It will also attempt to help students improve their strategic thinking and all around business judgment.

Course Objectives:

- To provide a detailed understanding of the theories of strategic management, firms’ external and internal environments, and business strategy
- To provide an understanding of the nature of business competition
- 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 impacts of the internal and external environments of a firm on firm 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

Program Learning Outcome	Course Learning Outcome (CLOs)
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.
- TLA2. Case Discussions:
Students will be asked to actively participate in all class discussions and share recent company news with other students.
- TLA3 Homework:
Students will be asked to write a report to assess a company's strategy.
- TLA4. Consultation:
Lecturer holds weekly consultation hours to address students' questions. Students are also encouraged to discuss questions with the instructor by email.

VI. ASSESSMENT

Assessment:

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

A1. Class Participation	20%
A2. Group Project	45%
A3. End-of-term Exam	35%

A1. Class Participation

You are expected to actively participate in all class activities and discussions. Your class participation is crucial to successful learning. Active class participation will not only facilitate your learning process but also make the class discussion lively and exciting.

Class participation will be evaluated based on the quality of an individual's contribution. I will greatly reward students who actively participate in the discussion of cases and role-play activities, make insightful comments and connections to course materials, constructively analyse classmates' arguments, and introduce a unique perspective into a discussion. It is important that you are prepared for the class by having covered the case materials. I may call upon you to make the opening statement describing the facts of a case or to address a specific issue during class discussion. Unexcused absences will affect the participation grade.

A2. Group Project

The group project will allow students to undertake research and analysis on a company's strategies. You have to submit the company name on or before **Feb 6** and get approval from your lecturer beforehand. The same company may not be selected by two groups. The group that first intimates its choice will be allocated their preferred choice.

This assignment consists of one written report and two group presentations.

Your project report can be up to a maximum of 15 pages (excluding cover page, tables, figures, appendices, references, and endnotes). The report should be double-spaced and typed in 12-point type with one-inch margins. Information sources must be cited appropriately in a separate bibliography at the end of the report. No late assignments will be accepted. More detailed instructions will be given in class.

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.

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

VII. STANDARDS OF ASSESSMENT

Exams and projects are graded using the following criteria:

A1: Class Participation (20%)

Standards for assessment – Class Participation

Grade	Assessment criteria: <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%	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.

Good 70-84%	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.
Competent 60-69%	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.
Sufficient 50-59%	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.
Fail <50%	Missed multiple case sessions and/or failed to participate voluntarily or simply recited comments made by others.

A2: Group Project (45%)

Standards for assessment - Written report

Grade	Criteria: <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)
Outstanding 85-100%	<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.

	<ul style="list-style-type: none"> ▪ Failure to use available software for grammar and spelling checks, resulting in poor writing, typos and grammatical errors.
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Standards for assessment - Group Project Presentation

Grade	Criteria:
Outstanding 85-100%	<ul style="list-style-type: none"> - Focus - Logic - Understanding of topic - Presentation skills - Timing <p><u>Content of presentation (70%)</u></p> <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. <p><u>Execution of presentation (30%)</u></p> <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%	<p><u>Content of presentation (70%)</u></p> <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. <p><u>Execution of presentation (30%)</u></p> <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%	<p><u>Content of presentation (70%)</u></p> <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. <p><u>Execution of presentation (30%)</u></p> <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%	<p><u>Content of presentation (70%)</u></p> <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).

	<ul style="list-style-type: none"> ▪ There was very limited evidence of independent and critical thinking. <p><u>Execution of presentation (30%)</u></p> <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.

A3: End of term exam (35%)

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 (20%) + Final Exam (MC+Essay questions) (35%)

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. If you have some reasons for not being able to attend a class, you should inform the instructor beforehand.