

Macao Polytechnic Institute

School of Business

Bachelor of Management

Module Outline

Academic Year 2020/2021 Semester 2

| | | | | | |
|------------------------------|---|---------------------------|------------------|--------------------|--------|
| Learning Module | Business Policy | Class Code | MGMT4170-421 | | |
| Pre-requisite(s) | Nil | | | | |
| Medium of Instruction | English | | | Credit | 3 |
| Lecture Hours | 45 hrs | Lab/Practice Hours | 0hrs | Total Hours | 45 hrs |
| Instructor | Wai Ming To | | E-mail | wmto@ipm.edu.mo | |
| Office | M530, Ming Tak Building, MPI Main Campus | | Telephone | 8599-3319 | |

Description

This module is a “capstone” seminar in general management. It integrates the knowledge, theories, skills, and techniques derived from the previous modules in this program curriculum. Students apply analytical and diagnostic skills to detect business problems to formulate strategies, tactics, plans, and policies for the improvement of organizational performance.

Learning Outcomes

After completing the learning module, students will be able to:

1. appraise a particular business situation based on the internal factor and strategic factor analyses,
2. appraise a business situation based on its own resources, capabilities, and competencies,
3. critically evaluate the significant strategic problems at business and corporate levels, and
4. formulate business policy and strategy that are realistic, effective, and efficient.

Alignment of Program and Module Intended Learning Outcomes

| Program Intended Learning Outcomes (PILOs) | Module Intended Learning Outcomes (MILOs) |
|--|---|
| 1. Integrate contemporary management theories and business disciplines relevant to general business practices. | MILOs 1 & 2 |
| 2. Apply critical thinking and logical analysis skills and techniques to resolve management issues. | MILOs 1, 2 & 3 |
| 3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments. | MILO 4 |
| 4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field. | n/a |
| 5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports. | n/a |
| 6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices. | MILO 4 |
| 7. Interpret and utilize management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process. | n/a |

Content

| Topics | Duration |
|---|-----------------|
| 1 Strategic Management and Business Policy (Book Chapter 1) - Review and Outlook | 3 hrs |
| 2 Organizational Analysis (Book Chapter 5) - A Resource-Based Approach - Business Models - Value-Chain Analysis - Audit: A Checklist for Organizational Analysis - Internal Factor Analysis Summary (IFAS) | 4.5 hrs |
| 3 Situational Analysis and Business Strategy (Book Chapter 6) - SWOT Approach - TOWS Matrix - Business Strategic - Strategic Factor Analysis Summary (SFAS) | 4.5 hrs |
| 4 Corporate Strategy (Book Chapter 7) - Corporate Strategy - Directional Strategy - Corporate Parenting | 4.5 hrs |
| Midterm | 1.5 hrs |
| 5 Functional Strategy and Developing Policies (Book Chapter 8) - Functional Strategy - Sourcing Decision (Outsourcing, Offshoring, and Crowdsourcing) - Developing Policies (Quality Policy, Environmental Policy, etc.) | 4.5 hrs |
| 6 Organizing for Action (Book Chapter 9) - Strategy Implementation - How is Strategy to be Implemented? - Stages of Corporate Development - Types of Organizational Structures | 4.5 hrs |
| 7 Staffing and Leading (Book Chapter 10) - Staffing - Leading | 4.5 hrs |
| 8 Evaluation and Control (Book Chapter 11) - Measuring Performance including Control Mechanisms - Information Systems - Problems in Measuring Performance | 4.5 hrs |
| 9 Financial Analysis (Based on Chapter 13 of Business Policy and Strategy – The Art of Competition by van Deusen et al.) - Financial Statements - Balance Sheet and Income Statement | 3 hrs |
| Presentation | 3 hrs |
| Final Examination | 3 hrs |

Teaching Method

This module is delivered through a series of lectures that provide a detailed explanation and understanding of various leadership theories and core concepts. Class activities, exercises, case studies, and class discussions integrating with multimedia resources such as videos and websites are utilized to support students' learning. Specifically, different teaching and learning activities (TLAs) are adopted.

TLA1: Business policies and practices are delivered primarily by lectures with the aid of multimedia instructional materials.

TLA2: Short oral and/or written quizzes will be given during the class hour. Discussions are part of class activities in which active participation will be encouraged. Current events about business policy-related issues will be introduced to help students think and understand the relationships between what they learn and the current events (or news).

TLA3: Students must prepare for group work. They must develop ability to work as a team member and an effective communicator.

Alignment of MILOS with TLAs

| TLAs | Brief Description | MILO No. | | | |
|---|--|----------|---|---|---|
| | | 1 | 2 | 3 | 4 |
| TLA1: Interactive lectures | Lectures: Organizational theories and business policies will be presented using multimedia instructional materials. Q&A: It allows interactions between the instructor and students. | ✓ | ✓ | ✓ | ✓ |
| TLA2: In-class exercises, quizzes, and midterm exam. | Students must read teaching materials before coming to the class. They will be asked to work on problems or respond to key conceptual issues during the class hour. - Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study. - Midterm exam will be given to students in order to motivate them to review what they have learned. | ✓ | ✓ | ✓ | ✓ |
| TLA3: Group project and presentation | Three to four students will be required to work as a group to complete a group project. This group project will be designed to promote students intellectual, social and presentation skills and help to prepare them for the real world in which teamwork and collaboration are important. | | ✓ | ✓ | |

In order to achieve the outcomes of the module, students are expected to perform the following learning tasks:

- 1) Read teaching materials before coming to the class
- 2) Review and work on exercises immediately after the class to enhance understanding
- 3) Attend seminars and meetings to extend their knowledge horizon

- 4) Prepare and collect information for group project assignment
- 5) Prepare for the midterm and final examinations
- 6) Seek advice from the instructor when encountering difficulties (about the learning module)
- 7) Form study group, learn from each other, and practice communication skills

Attendance

Attendance requirements are governed by the “Academic Regulations Governing Bachelor’s Degree Programmes of Macao Polytechnic Institute”. Students who do not meet the attendance requirements for the learning module will not be permitted to sit the final or re-sit examination and shall be given an ‘F’ grade.

Assessment

This learning module is graded on a 100 point scale, with 100 being the highest possible score and 50 the pass score.

Students’ understanding of module material and their performance is assessed on the basis of class assignment(s), a group project and oral presentation, a midterm examination, and a final examination. The assignments are to evaluate students’ understanding of the key concepts of organizational theories and business policies. The project is used to evaluate whether students can identify and critically evaluate business policies in the real life context. The midterm and final examinations aim to evaluate the students’ comprehensive understanding of different organizational theories and business policies. The following is a summary of the assessment tasks:

| | Activities used to assess students’ achievement of MILOs | Percentage | Targeted MILOs |
|----|---|-------------------|-----------------------|
| 1. | In-class exercises/quizzes (non-graded) | N/A | MILOs 1-4 |
| 2. | Individual assignment (graded) | 10% | MILOs 1,2 |
| 3. | Group project (graded) | 25% | MILOs 2,3 |
| 4. | Mid-term examination (graded) | 25% | MILOs 1,2 |
| 5. | Final examination (graded) | 40% | MILOs 1-4 |
| | Total percentage: | 100% | |

Plagiarism Policy

It is student’s responsibility to ensure that her/his assignment has been checked by *Turnitin* software, and the similarity score given by *Turnitin* software cannot be higher than 30%. However, a special case can be determined by the instructor.

Teaching Material

Textbook

Wheelen, T.L., Hunger, J.D., Hoffman, A.N., & Bamford, C.E. (2018). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition*. Pearson.

**Students should bring their own textbook to class.

Reference

Reference books

van Deusen, C., Williamson, S. and Babson, H.C. (2007). *Business Policy and Strategy: The Art of Competition, 7th Edition*. Auerbach Publications.

Ireland, R.D., Hoskisson, R.E. and Hitt, M.A. (2011). *The Management of Strategy: Concepts, 9th Edition*. South-Western/Cengage.

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Academic Integrity

Academic honesty is the basis for academic achievement. Cheating or dishonest act in assignments, projects, mid-term or final examination is a serious offense: a maximum grade deduction of 100% will be exercised.

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