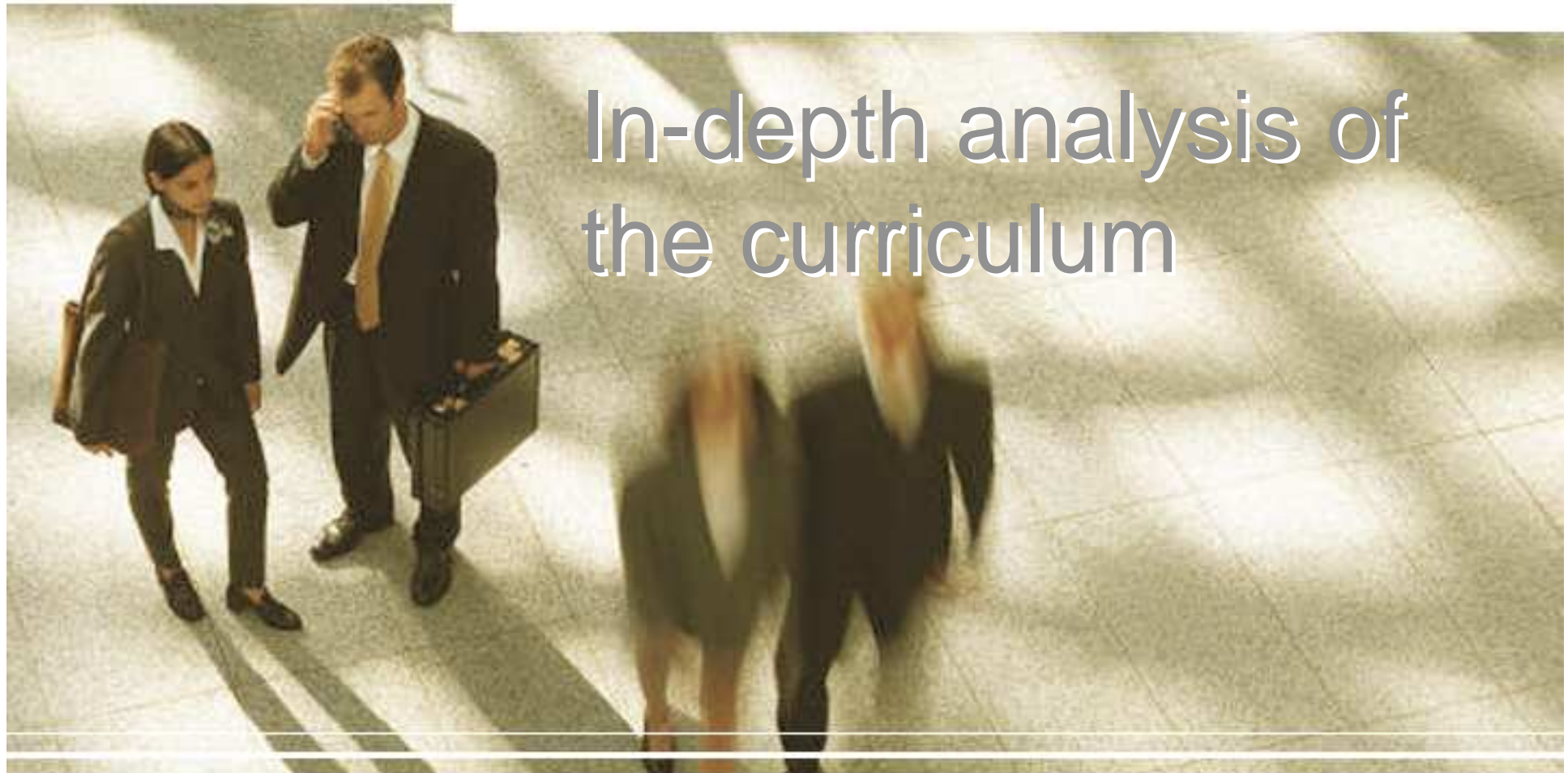


Experience Sharing in Teaching : Management Module: HRM & Marketing



In-depth analysis of
the curriculum



**Business Management Module
- Human Resources Management
(estimated lesson time: 38 hours)**



Action Verbs in Curriculum

Level 1 – Describe / State

Level 2 – Explain / Apply / Demonstrate

Level 3 – Identify / Analyze / Compare
/Distinguish

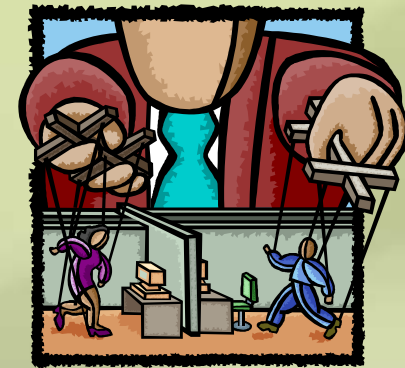
**Level 4 – Propose / Suggest / Assess /
Evaluate/ Discuss**



BAFS

Human Resources Management

- **Functions of human resources management**
 - Manpower planning
 - Staffing
 - Performance management
 - Compensation and benefit management
 - Training and development
- **Development of a quality workforce**
 - Employee relations
 - Motivation and group dynamics





Human Resources Management

BAFS

Functions of human resources management

- Manpower planning
- Staffing
- Performance management
- Compensation and benefit management
- Training and development

Development of a quality workforce

- Employee relations
- Motivation and group dynamics

AL

The importance of manpower

- Its significance in achieving company objectives

Functions of human resource management

- Job analysis which includes job description and job specification
- Manpower planning
- Recruitment, selection, placement and orientation
- Training and education programmes
- Evaluation: performance appraisal, transfer, promotion and discharge
- Compensation: remuneration and fringe benefits
- Maintenance: employee health and safety, morale, absenteeism and turnover

Factors influencing motivation, morale and productivity

- Basic understanding of Maslow's Hierarchy of Needs Theory and Herzberg's Dual-factor Theory
- Basic understanding of McGregor's Theory X and Theory Y
- Financial and non-financial rewards

Industrial relations

- Framework of industrial relations system: factors affecting the system
- Agencies involved: employers' association and trade unions
- Collective bargaining
- The use of conciliation and arbitration



Human Resources Management

- Functions of Human Resources Management
- 1. Manpower planning:
 - Explain the importance of manpower planning for an organization.(L2)
 - *** 2006IQ1 Explain two difficulties in conducting Manpower Planning in an organization?
 - Describe the manpower planning process.(L1)
 - Related Q*** 2010 I7c Discuss three advantages in HRM if PMP subcontracts its delivery work to outside parties. (6 marks)



Human Resources Management

- Functions of Human Resources Management

2. Staffing:

- Describe the staffing process. (L1)

(recruitment, selection, placement and orientation)

***2008 IQ4 Explain three advantages to a company of using employee referral to recruit staff ? (6 marks)

***2009 IQ5 Explain two advantages of using psychological tests as a means of selecting job applicants. (4 marks)

*** Sample Q Explain three disadvantages to a company of using interviews in the recruitment process. (6 marks)

- Compare different methods of staffing.(L3)

(Internal or external)

***2009II Q6b Explain why the sources used by large MNCs to recruit senior managers would be different from those used by small local companies. (9 marks)



Human Resources Management

■ Functions of Human Resources Management

3. Performance management:

- Describe the objectives of performance management.(L1)
Performance Appraisal

- Explain the methods, processes and application of performance management. (L2)

***2005 IIQ7

- Describe the process of staff performance appraisal. (10 marks)**
- How would the performance appraisal of a cashier be different from that of a marketing manager ? (15 marks)**



Human Resources Management

■ Functions of Human Resources Management

4. Compensation and benefit management:

- Describe the characteristics and advantages of direct and indirect compensation. (L2)
- **Compare different forms of compensation.(L3)**
- Explain job evaluation and its relationship with compensation.(L2)
- Explain the purposes of benefits.(L2)
- **Describe how to conduct and analyze compensation and benefit surveys. (L2&3)*****



Human Resources Management

***2004 I Q3

Nowadays, more companies use incentives which link pay to performance so that who perform better will earn more, Explain two situations in which this method will fail. (4m)

***2005 I Q3

Explain two advantages of using bonus rather salary increase to reward employees who perform well. (4m)

***2008 II Q6

A jewelry company is considering the use of financial incentives and job enrichment to enhance the job performance of its (i) sales people and (ii) jewelry designers.

(a) Evaluate the effectiveness of using financial incentives to enhance the job performance of these two types of employees. (12m)

(b) Suggest how job enrichment can be applied to enhance the performance of these employees. (13m)



Human Resources Management

■ Functions of Human Resources Management⁵.

Training and development:

- Explain the objectives of training and development.(L2)

*** **Sample Q 7(b) Case**

Explain three benefits to Wai Fu Limited of providing training and development programs to staff. (6 marks)

- Describe the essential features of a systematic training function.(L1)

*** **Sample Q 7(c) Case**

Describe the steps that Wai Fu Limited of providing training and development programs to staff.(6 marks)

- Evaluate the effectiveness of different modes of training.(L4)

*****2007II Q7 How would you design different types of training and development programs to cope with the needs of the following kinds of employees in a company ?**

(a) newly recruited staff (9 m)

(b) Long-serving staff (8m)

(c) poorly-performed staff (8m)



Human Resources Management

■ Development of a Quality Workforce

1. Employee relations:

- Describe the industrial relations system. (L1)
- Explain the application of employment-related legislation.
- Explain the functions of collective bargaining, conciliation, mediation and arbitration in industrial conflicts.(L2)
- **Suggest appropriate orientation and internal communication programs.(L4)**
- Explain grievances handling and disciplinary action procedures. (L2)



Human Resources Management

***Sample Q

Briefly describe two elements that should be included in a staff disciplinary system.(4m)

***2003 IQ3

It is found that in HK the rate of civil servants joining trade unions is quite high but the rate is low among workers in the wholesale and retail sector. Explain three possible reasons for this phenomenon. (6m)

***2005 IQ2

Explain two major approaches that a company can adopt to enhance workplace safety. (4m)



Human Resources Management

■ Development of a Quality Workforce

2. **Motivation and group dynamics:**

- Apply the following motivation theories to enhance staff efficiency and reduce absenteeism: (L2 &3)
 - (i) Maslow's Hierarchy of Needs Theory
 - (ii) Herzberg's Dual-factor Theory
 - (iii) McGregor's Theory X and Theory Y
 - (iv) Vroom's Expectancy Theory
 - (v) Adam's Equity Theory
- **Evaluate the impact of different types of work group on organizational efficiency and productivity. (L4)**
- Apply the major team-building techniques and appreciate the synergetic effect of teamwork. (L2&3)



Human Resources Management

***Sample Q7 (a) Case

Explain why Wai Fu Limited is faced with the problem of low morale with respect to:

- (i) Hersberg's dual factor theory (3m)
- (ii) McGregor's motivation theory (3m)

***2009 IQ7c

Based on each of the following theories, propose with explanation one measure Britana might take to motivate the drivers to give up their break for the additional pick-up service: (i) theory x (ii) theory y (6m)

*** 2004 IIQ6

As the manager of a company, how would you motivate the following types of employees ? Justify your approach in each case.

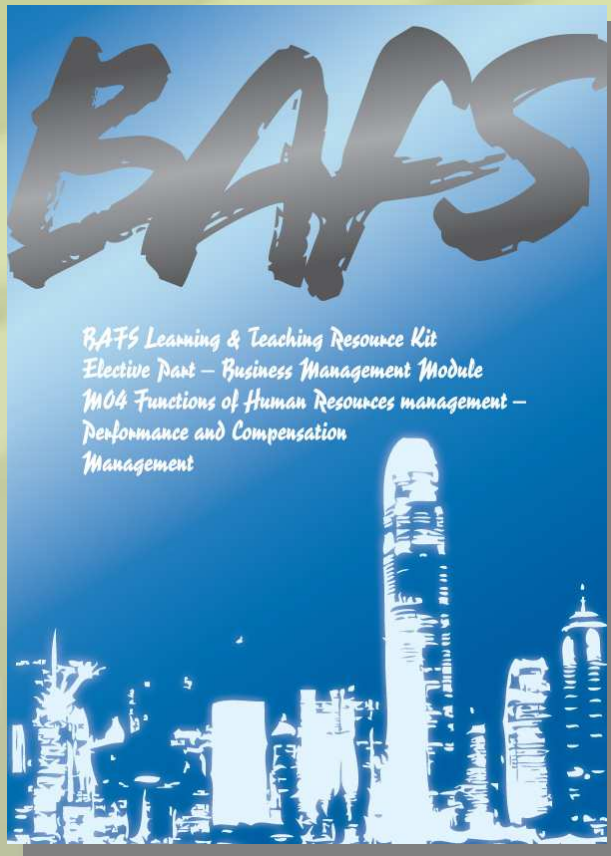
- (a) senior-level employees
- (b) newly-hired clerical staff
- (c) Theory Y type of employee
- (d) Part-timers

(25 marks)

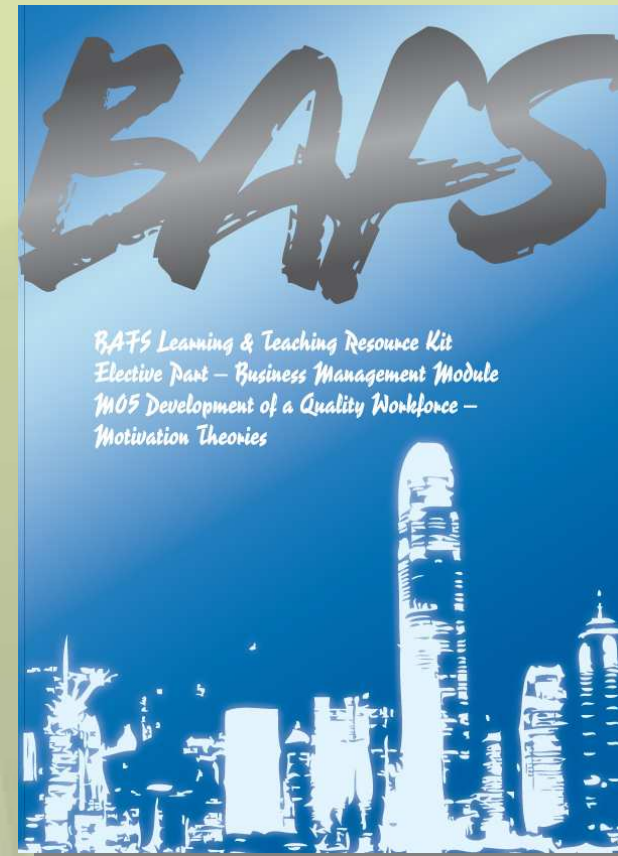


Human Resources Management

M04



M05

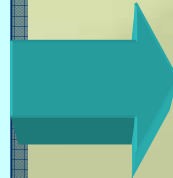




Demonstration

3(b) Human Resource Management: Development of a Quality Workforce

- Apply (Level 2) the motivation theories to enhance staff efficiency and reduce absenteeism.



Sample Paper 2B Section B

7(a) Explain why Wai Fu Limited is faced with the problem of low staff Morale with respect to

- (i) Herzberg's dual factor theory
- (ii) McGregor's motivation theory (6 marks)



Business Management Module
- Marketing Management
(estimated lesson time: 54 hours)

Marketing



BAFS

- Role of marketing
- Marketing research
- Customer Behaviour
- Marketing strategies for goods and services
 - Target market
 - Marketing mix
 - Customer relationship management (CRM)
- Consumerism

AL

- The marketing concept** - definition
- The role of marketing** - planning, organizing, implementing and controlling marketing activities for goods and services
- Marketing research**
 - Process of marketing research
 - The role of marketing research
- Buyer behaviour**
 - Factors affecting consumer buying behaviour
 - Factors affecting industrial buying behaviour
- Marketing strategy for goods and services**
 - Selecting and analyzing target markets
 - Developing a marketing mix: product/service, channels of distribution, price and non-price competition, promotion
 - Applying various marketing mix strategies for different stages of the product life cycle
 - Basic concepts of relationship marketing
- Consumerism** – rights, complaints and responses
- International marketing**
 - Environmental forces in international markets
 - Adaptations various standardization of international marketing mixes
 - Methods of developing international marketing involvement

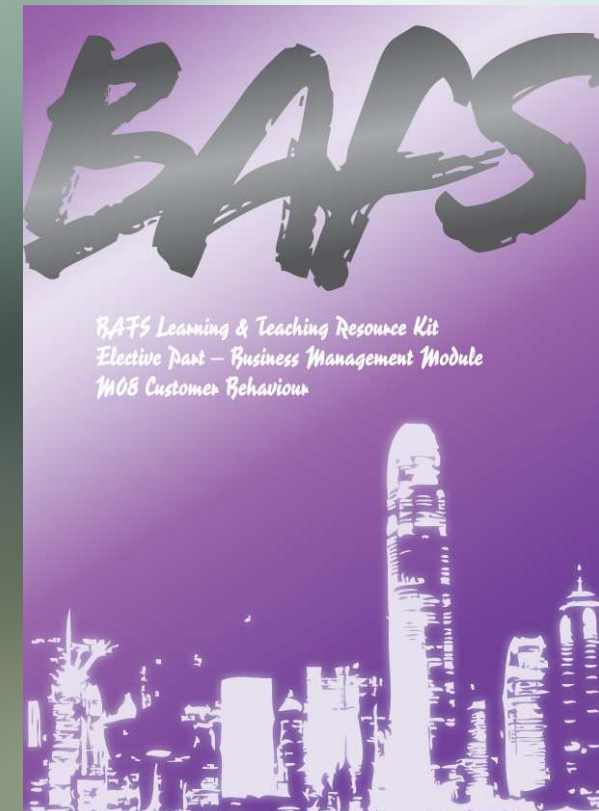
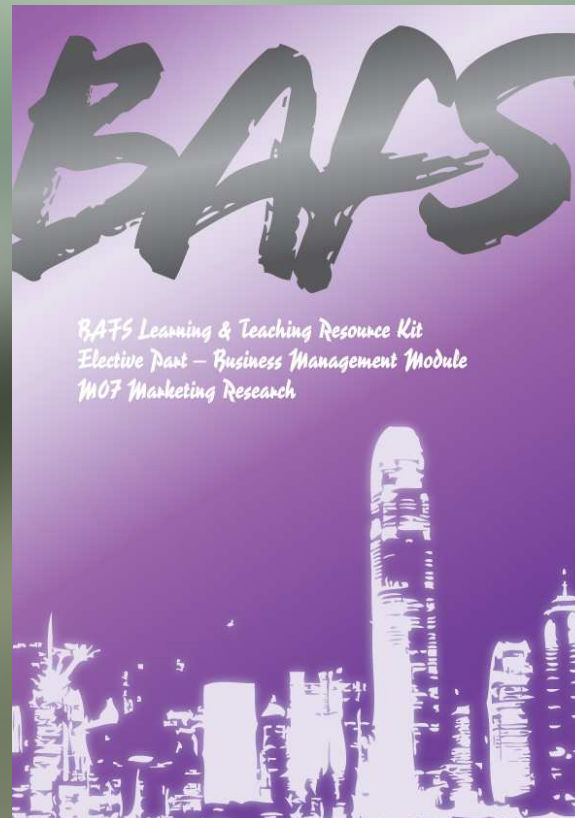
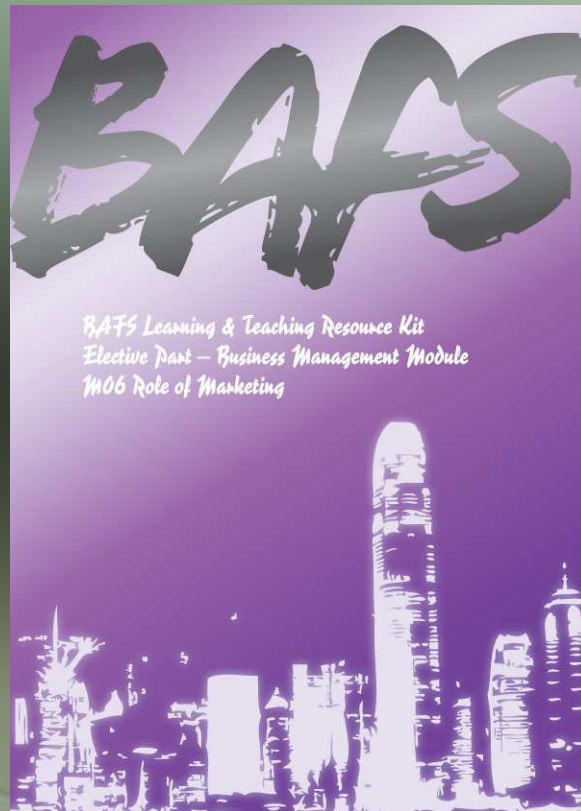
Marketing Management



- Role of marketing
- Marketing research
- Customer behavior



Marketing Management



Marketing Management



- Marketing strategies for goods and services
 - Target market
 - Marketing mix
 - Customer relationship management (CRM)
- Consumerism



Marketing Management



1. Role of Marketing:

- Explain the marketing concept.(L2)
- **Discuss the importance of marketing as a business function.(L3&4)**
- Describe the planning, organizing, implementing and controlling of marketing activities.(L2)
- **Discuss the objectives, strategies and resources of the marketing process.(L3&4)**

Role of Marketing



2010 I8c

(c) Suggest three measures that Nancy can adopt to improve the coordination between the purchasing department and the marketing department. (6 marks)

2010 I7b

(b) Apart from reducing prices and improving punctuality, suggest three measures that PMP can adopt to better serve its customers. (6 marks)

Marketing Management



2. Marketing Research:

- Explain the importance and major objectives of marketing research. (L2)
- Apply basic principles for designing marketing research: data collection methods and sampling techniques.(L2)
- Prepare a simple market research report.(L3)

Marketing Research



***2010 I6c

- (c) Outline the steps in the marketing research process for Alex to assess the market potential of the modified Protect-You. (4 marks)

***2006 I7a & 7b Case

- (a) List three types of inventory costs for the chilled chickens. (3 marks)
- (b) (i) Using the simple Economic Order Quantity (EOQ) model, calculate the optimal order quantity of chilled chickens for Mega Supermarket. Show your workings. (3 marks)
- (ii) Find the inventory cost (per week) at EOQ. (2 marks)

***2008 I8a & 8b Case

- (a) What are the problems with Peter's questionnaire survey? Explain three of them. (6m)
- (b) Apart from questionnaire survey, suggest three data collection methods that could provide Sino Airlines with more detailed data to find out how to increase its online ticket sales. (3m)

Marketing Management



3. Customer Behavior:

- Describe the customer decision-making process.(L1)
- **Analyse the factors which affect customer decisions.(L3)**
- Identify the major business customers: producers, resellers, governments and institutions.(L3)
- **Distinguish between business and consumer markets.(L3)**

Customer Behaviour



*** 2009 I6b

- (b) With reference to the buying behavior of consumers versus that of industrial buyers, explain three differences between individual households and corporate clients in the residential property leasing market. (6 marks)

*** 2004 I8a

- (a) List three social factors affecting young ladies' preference for ethnic clothing. (3m)

*** 2002 II5

Nowadays, when people shop in supermarkets, they tend to buy larger quantities of the same products per shopping trip than they did in the past.

- (a) Discuss the reasons for this change in buying habits. (9m)
(b) If you were the marketing manager of a supermarket, how would you respond to this change in buying habits? (16m)

*** Sample Q10

- (a) With reference to the bulk purchase of bathroom and kitchen products, illustrate the buying decision-making process of the property development companies. (8m)
(b) Compare and contrast the marketing mix strategies that the manufacturer would adopt for business buyers and individual consumers. (12m)

Marketing Management



4. Marketing Strategies for Goods and Services:

- Target markets:
 - Explain different types of market segmentation methods.(L2)
(geographic , Demographic, Psychographic, Behavioural)
 - Explain the factors affecting the determination of target market: market niche and positioning.(L2)
(Target marketing- evaluate market segments and select target markets)

Target marketing



***2007 II Q6

Business often adopt different marketing strategies for different market segments. The challenge is to find the optimal level of differentiation in segmenting the market.

- (a) Explain the conditions in which differentiated marketing strategies are suitable. (13 marks)
- (b) Discuss under what conditions market differentiation could become excessive. (12 marks)

***Sample Q 8c Case (marketing plan)

Describe the major elements of the marketing plan for the membership scheme suggested by Raymond.(8m)

Marketing Management



4. Marketing Strategies for Goods and Services:

- **Marketing mix:**
 - Explain the concept of marketing mix.(L2)
 - **Illustrate different pricing, promotion, product and place strategies for goods.(L2&3)**
 - Apply various marketing mix strategies to different stages of the product life cycle.(L2)
 - Explain the characteristics of services and their effect on marketing mix design.(L2)
 - **Compare the differences between traditional marketing strategies and e-marketing strategies.(L3)**

Marketing Mix



*** Sample Q8d Case

Besides the membership scheme, propose two other ways of increasing sales during off-peak periods. (4m)

*** Sample Q8b Case

With reference to the characteristics of service, discuss three possible causes leading to the unsatisfactory occupancy rate of Starlight Hotel. (6m)

Marketing Mix



*** 2006 I Q2

Explain two conditions in which personal selling would be suitable for promoting consumer products. (4 marks)

*** 2007 I Q5

With respect to the promotion mix of a retailer, describe two disadvantages of using sales promotion. (4 marks)

*** 2004 II Q5

A company plans to sell distilled water to two market segments: (i) individual consumers in the supermarket, and (ii) company offices. Compare and contrast the marketing mix strategies to be adopted for the two different market segments. (25 marks)

*** 2006 II Q5

Both internal and external factors affect a company's pricing decision. Using theme parks in Hong Kong as examples, discuss the internal and external factors to be considered in the pricing of admission tickets. (25 marks)

Marketing Management



4. Marketing Strategies for Goods and Services:

- Customer relationship management (CRM):
 - Explain the importance of CRM to the marketing process.(L2)
 - Evaluate the factors affecting customer loyalty and develop marketing strategies to enhance customer loyalty.(L4)

Customer Relationship Management



*** Sample Q1

Explain three reasons why customer relationship management will help increase sales. (6m)

*** 2006 I Q8d

- (i) Describe two benefits of relationship marketing. (4m)
- (ii) Suggest two examples of relationship marketing that the restaurant could adopt. (2m)

Marketing Management



4. Marketing Strategies for Goods and Services:

- Consumerism:
 - Adopt appropriate consumer values and attitudes in making consumption decisions.(L2)
 - Explain and appreciate the importance of contracts in business.(L2)
 - Evaluate the rights and responsibilities of customers.(L4)
 - Describe the major consumer protection measures in Hong Kong.(L2)

Consumerism



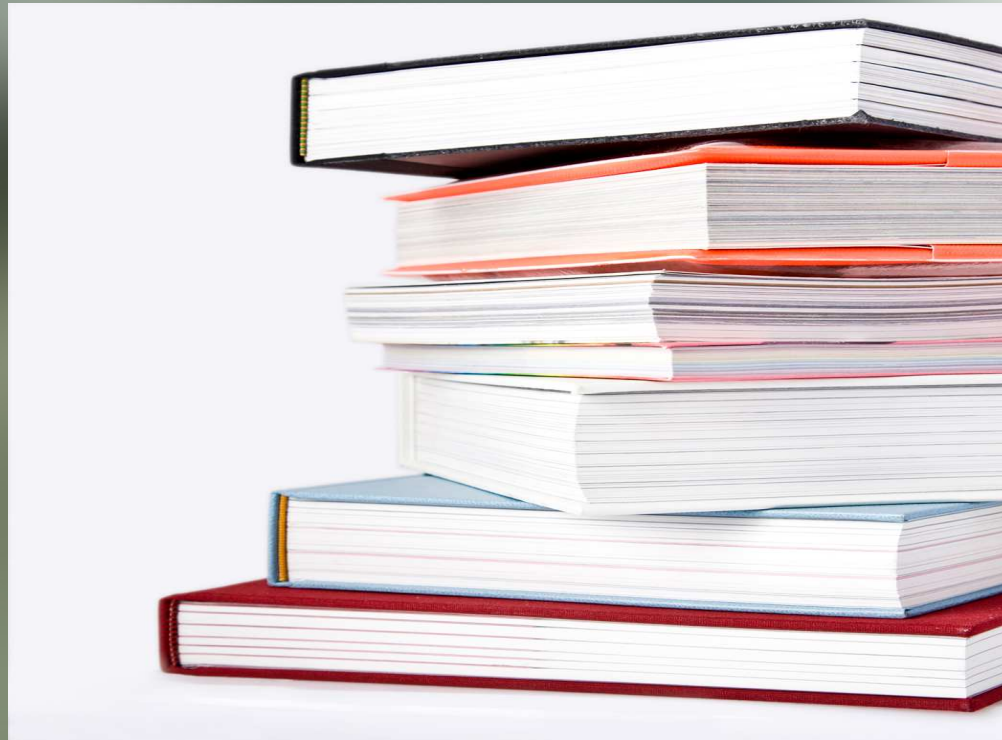
*** Sample Q2

Describe three ways in which a travel agency could satisfy the rights of consumers. (6m)

Experience Sharing



Though it is difficult to go through too much material in BAFS, students can surely learn well with our committed teaching.



End of Experience Sharing



**Committed Teaching
with Happy Learning.**

