

FACULTY of BUSINESS *Magazine*

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MANAGEMENT EDUCATION in the 21st CENTURY



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Dean's Message

Ir Prof. T.C. Edwin Cheng

IASCYS Academician, FHKEng, ScD, PhD

Dean, Faculty of Business

Fung Yiu King – Wing Hang Bank Professor in Business Administration

Chair Professor of Management



I am pleased to present you this fourth issue of the Faculty magazine.

This era of the Fourth Industrial Revolution in which we live is about much more than technology. It involves profound changes across almost all sectors of the economy and leads to a startling transformation on a global scale. To move with the times and prepare for the future, universities, especially business schools, are making every effort to bridge the gap between the capabilities of the younger generation and the needs of the real world. In this knowledge society, students must increase their capacity to learn and relearn with their peers and by themselves, not only during their studies, but also throughout their lives. In this connected world, we must all develop not only personal wisdom and subject expertise, but also collective intelligence and cross-border and transdisciplinary collaborations, with the ultimate goal of fostering security, solidarity and sustainability and minimizing uncertainty, inequality and vulnerability.

This issue explores the theme of Management Education in the 21st Century. Faculty members share their insights and experiences on how today's university teaching and learning can prepare students to fit in the modern workplace and share the responsibility of building a healthier and smarter world for all humankind.

Today's management education encourages intercultural engagement and interdisciplinary efforts. Miss Kaliyeva Madina, recently named Outstanding Student of the Faculty of Business, who came from Kazakhstan, is a promoter and supporter of social and ethnic inclusiveness who cares about the poor and the homeless and helps non-locals adapt to life in Hong Kong.

Current management education attaches great importance to personal experience. To give students greater exposure to other cultures and systems, help them acquire broader competencies and enable them to see things from different perspectives, the recently established Faculty of Business Academy provides select undergraduates with plenty of opportunities for training and networking, building entrepreneurial acumen and applying innovative thinking.

As a management education provider, the Faculty also emphasizes the importance of understanding corporate needs and sharing research findings. Starting this year, we hold a monthly Knowledge Transfer Forum for scholars, entrepreneurs, executives and professionals to exchange ideas and examine a range of topics related to the role of Hong Kong in technological and economic developments. Take the time to join us for an open discussion.

Happy reading and have a great summer!

Management Education in the 21st Century

Training Managers for Greater Competence in the 21st Century Workplace and Society

Between the lift entrances on floors 6 to 10 of M Block at PolyU are large posters proclaiming that the Mission of the Faculty of Business is "to discover, design, and deliver Innovation-driven Education and Scholarship" (IDEAS). The purpose of this enterprise and focus is "to enable students from Asia and beyond to make an effective contribution to the organizations in which they work, and to society as a whole." To realize this ambition in teaching, I asked myself about the current realities of the social and work organizations in which our students will serve and the society in which they will live. What beliefs, values, attitudes, and skills will they need to develop to survive and flourish in the future conditions of planet Earth?

In seeking answers to guide my teaching, I have taken my cue from assessments of informed futurologists about our economic, occupational, and societal future. Such a futurescape is summarized in the report by Klaus Schwab of the World Economic Forum. In describing the Fourth Industrial Revolution and its monumental implications for our planetary future, he writes,

We stand on the brink of a technological revolution that will fundamentally alter the way we live, work, and relate to one another. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before. We do not yet know just how it will unfold, but one thing is clear: the response to it must be integrated and comprehensive, involving all stakeholders of the global polity, from the public and private sectors to academia and civil society (2016, p.1).

Educationalists have responded to this vision of our future by asking how we can best prepare students for this unprecedented future. Their premise is that:

students, who will come of age in the 21st century, need to be taught different skills than those learned by students in the 20th century, and that the skills they learn should reflect the specific demands that will be placed upon them in a complex, competitive, knowledge-based, information-age, technology-driven economy and society (<http://edglossary.org/21st-century-skills/>).

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A list of required skills was published in 2016 by the World Economic Forum and included the following: complex problem solving; coordinate with others; people management; critical thinking; negotiation; quality control; service orientation; judgement and decision-making; active listening; and creativity (<https://www.weforum.org/agenda/2016/01/the-10-skills-you-need-to-thrive-in-the-fourth-industrial-revolution/>).

This is a daunting list for any academic, but perfectly suited to our mandate in the Faculty of Business to "discover, design, and deliver" the human capital necessary for personal and societal fulfilment in the 21st century. But how? Given the educational background of our undergraduate and graduate students, our various management courses available, our infrastructure, technological resources, and classroom settings at PolyU, and our experience and training as teachers, how can we faculty respond and change the way we teach our students? Which of these skills should we focus on in our course design? What components of our course design should be structured to promote these skills? How should we assess our success in enhancing these skills? How can we continuously improve in providing these skills to our students? Questions abound in a Faculty embracing IDEAS.

I will describe briefly how I have been attempting this daunting task while teaching Cross-cultural Management to graduate students in China Business Studies since 2014. My goals and associated tactics are as follows: to build a knowledge base of the course topic by selecting appropriate texts and articles; to enhance each student's self-awareness of their personal and cultural background by adapting my lecture content and self-assessment exercises; to provide feedback on examples of culture-based practices in and out of the classroom; to develop greater cultural empathy for others by selecting in-class teams for maximal cultural diversity and designing team assignments that encourage each team to interact with people from different cultures on their team during classroom exercises and outside the class during team assignments with other cultural communities; and to require each team to present their work to the entire class and receive immediate feedback on the strengths and shortcomings of their presentation.

At the end of the term, each team rates the cross-cultural competencies demonstrated by each member when completing various team assignments. Part of the students' course mark is based on their performance rating in this real-world scenario of cross-cultural interactions. Teams are free to use whatever common language they decide upon, but all in-class presentations of assignments, answers to text-based questions, and exchanges with me are conducted in English at a level appropriate to the graduate level of competence that our Faculty is attempting to achieve with our graduates.

These are my current answers to the challenge of meeting the human capital needs of working and living in the 21st century while teaching a graduate course in "Cross-cultural Management". Teaching this course is a welcome opportunity, as its goals of enhancing students' cultural knowledge, empathy for people from different cultures, and ability to work with people from different cultures are closely aligned with the often-identified 21st century competencies of "coordinating with others; people management; negotiation; service orientation; and active listening." Teachers in other courses should assess the possibilities of managing their course content and process to address the concerns of the Fourth Industrial Revolution and the skills needed by our graduates. We must be focused and creative! The Mission statement of our Faculty and the support provided by various units at PolyU, such as the Educational Development Centre, can provide each of us with inspiration and guidance in our endeavours as teachers in higher education. How will each of us respond?



Professor Michael Harris Bond
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When Leaders Better Anticipate the Unknown

"The unexamined life is not worth living."
Socrates

A few years ago, with my co-author, Professor Ken Brown (from the University of Iowa), we had a simple yet bold and courageous idea for the American Strategic Management Society. We approached some of the greatest minds in business education in the world and asked them to answer a burning question in 200-300 words: *"What will it take to educate the next generation of thought leaders for a complicated world?"* Given their incredibly busy schedules, this question caught their attention and the result was a booklet of 63 world-class educators sharing their deep insights and wisdom, giving us reason to pause and reflect for a better world. As much as there was diversity in their responses to this question, there was great convergence in what was needed to prepare for the unknown.

Whether it is to prepare the next generation of undergraduates or groom boards of directors to better manage the unexpected, the hallmarks of education for today and tomorrow are surprisingly paradoxical and counter-intuitive! Given the intensity of our VUCA world of Volatility, Uncertainty, Complexity and Ambiguity, much of which is unanticipated, we need to learn BETTER, FASTER and MORE than we are currently used to.

Added to this is the importance of developing a more complicated understanding of our worldviews. Thinking at the "simple" and one-dimensional level can be a recipe for disaster. If our industry and our environments are ever changing and in a dynamic state of flux with multiple moving targets, "complicate yourself!" There is actually a technique to do this. First, look for different perspectives on a particular phenomenon of interest. In the myriad of ideas, look for integration (literally reconnect the dots) by detecting the convergence between different points of view. This will inevitably lead to the "aha-moment" (insights).

Most people are trained to look for intuitive ways of dealing with complex problems. For most of us, the blind spot is not realizing that problem setting is as much a part of problem solving as solving the problem itself. Even more counter-intuitive in what will lead us to the next level is to do the opposite: RELEVATE – making the irrelevant relevant. The best ideas (almost) always come from outside our fields. This has been the case in almost all disciplinary fields, from music to sports, to business and even to breakthroughs in academic publications (grounded in multidisciplinary research).





Similarly, if you really want to see the future, look for places where people are having the most fun. Plato had it right from the very beginning. Yet, somehow as we get more senior in our organizations and careers, "play" and the importance of "serious play" seem to be so far away. This is why children are so happy when they create new things and are curious about everything. Quite simply, they are the most creative when they are happy! When we play and are in a state of play, our mind is more open to experiment with ideas, leading to true radical learning.

Generative metaphors also play an extremely important role in dealing with complex, novel, rare and unanticipated problems, issues and challenges. Metaphors are "seeing-as", "doing-as" and "feeling-as". They allow us to establish connections and relationships with things we would not normally associate with in ways not yet imagined. In short, they help us make the unfamiliar familiar.

As we are talking about going back to our childhood days (and there is much adults can learn about how children learn), we should also look back in history and learn from what worked and what did not. Not only should we look to the future, but also deep into our roots to understand why civilizations and species not only survived but thrived. You may think that history is old and redundant in a futuristic world characterized by the Internet of Things, social media, big data and artificial intelligence. Yet history (and our past) is exactly what binds us to the present and to what tomorrow holds.

If we go back even further and look into the great philosophers: Heraclitus, Socrates, Plato, Aristotle, Marcus Aurelius, Confucius, Lao Tzu and many others, they can teach us great lessons about "*being and becoming*", virtues, our search for happiness, the soul, psychology, our quest for knowledge ...

and timeless perspectives that plunge deep into the human condition. These works from Antiquity to the Renaissance, to the great books and speeches of our time, move us, engulf us (for better or for worse) and in the process, make us who we are today. Reading the classics and developing a habit of reading and DISCUSSING what we read with friends and colleagues has the power to open us to "Otherness" – to other forms of reasoning, other forms of logic, other forms of explanation and other ways of knowing. Looking forward by looking back is something we need to constantly cultivate at all levels of development.

Perhaps the most important in our fast-paced world is to slow down! The great educational psychologist John Dewey once said that we learn a lot from doing, but we learn even more when we THINK about what we are doing (and not doing). Whether in an executive education course, in an undergraduate classroom or simply as part of our daily challenges, we need to make room for a quiet moment to stay calm, pause and reflect. Through such disciplined reflection, we begin to see things differently, allowing us to see different things.

*"In pursuit of knowledge,
everyday something is acquired.
In pursuit of wisdom,
everyday something is dropped."
Lao Tzu*



Dr Robert Phillip Wright
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Transforming Management Education for an Emerging Future

Management education has evolved with the trends and demands of society since its inception almost 140 years ago. Although most of the transformation has occurred gradually, occasional shocks to the environment have jolted management educators to re-examine the direction of business schools.

We are now at one of those critical junctures.

The last century has seen dramatic changes in the way we live, learn, work, and play. The world has also prospered, with millions of people emerging from poverty. Nevertheless, cracks are beginning to appear under this shiny surface. As we move deeper into the 21st century, new challenges emerge, pushing us to reimagine management education.

The most tangible challenge on the horizon is the phenomenal progression of artificial intelligence (AI). Deep learning has created new business opportunities. Yet, the mere mention of AI triggers a deep-seated fear of a Terminator-style threat to humanity, and perhaps more realistic, concerns about the decline of entire professions. Increasingly, discussions are focusing on how AI can be a game changer in professional fields, such as auditing, law, and medicine.

Although an annihilation of humanity may be exaggerated, AI influences our society in a more subtle way, both as a dangerous tool for spreading fake news and a tool for screening them. However, the deepest challenge lies in

the underlying human conflicts. The era of neo-liberalism, which began in the second half of the 20th century, saw the rise of ideals, such as the free market and trade, profit maximization, and small governments. As a result, income inequality has worsened, giving impetus to the "anti-establishment" populism of the political left (e.g., Syriza in Greece) and right (e.g., Donald Trump in the US). With AI helping mass media and social media select news *we may like to read*, we are lured into information bubbles in which our perspectives are reinforced by what we encounter. This has helped create an increasingly polarized world.

In addition to deepening political rifts, humanity faces sustainability challenges on multiple fronts. The lack of progress in tackling climate change forced scientists to call for urgent actions in 2018. Extreme weather events have also disproportionately affected socially, culturally, economically, institutionally, and politically marginalized people, exacerbating inequality, poverty, hunger, water sanitation, and health problems. Sexist conducts, discriminatory behaviours, and corrupt practices are still commonplace. Our collective future rests on effective solutions across the board.

At the crossroads, business as usual is not enough, nor is business education as usual. We need to develop human capital for an emerging future in which leaders can make the most of AI to navigate a world increasingly polarized and filled with complex challenges.



Developing Human Capital Worthy of the Emerging Future

Business schools around the world have invested heavily in – and have done fairly well at – bringing cutting-edge technical skills to students. Continuously scanning societal and business needs to inform educational needs is a necessity. Yet, for effective and relevant management education in this emerging future, three general guidelines are needed.

Returning to purposes and values. During the second half of the 20th century, management education underwent a gradual intellectualization based on recommendations by the influential Ford Foundation and the Carnegie Foundation. During this period, management educators strived to stay value-free and focus on discipline-specific objectives. The outcome of this strategy was the emergence of business leaders with solid technical skills. A by-product of this improvement, however, was that management education became unmoored from its original noble purpose of serving societal needs. The value-free ideal had also been ostensible in practice, as neo-liberal vocabulary dominated. In fact, the cocktail of solid technical skills, lack of intention to serve society, and disregard of values is a perfect recipe for irresponsible behaviours. If humanity is to sustain its collective future in which everyone has a chance to flourish, then management education must return to its root purpose of serving the greater good while putting values to the forefront.

To solve the myriad sustainability challenges effectively, we need leaders with a strong sense of responsibility and accountability, and a deep understanding of how their personal values are related to their actions. Irresponsible behaviour is often perpetrated by individuals who understand responsibilities but are not guided by their values. Therefore, instead of dispensing knowledge in the form of purely technical parcels, management education can better serve society by teaching students to think about how their learning relates to their personal values and how this relationship may manifest in their actions. Note that integrating values into education does not mean imposing a set of prescribed values. Instead, it is an opportunity for students to engage deeply in their learning and to consider the meaning of their actions.

Thinking big but starting small. Undoubtedly, many sustainability challenges are complex. It is thus very tempting to give up and leave them to governments. Yet, given the current state of the world and resource constraints, creating a sustainable future is everyone's responsibility. The world has enough complainers; we need problem-solvers who can implement solutions. Thus, while prompting students to think about big issues, management educators should also encourage them to imagine opportunities and take initiatives to be part of the solutions.

Many business schools have long listed problem solving, creativity, collaboration, and global outlook as students' learning objectives. To bring these objectives alive requires reimagining the process through which education is delivered. These skills cannot be taught in the traditional lecture format. We should instead involve students in designing their learning journeys and immerse them in learning experiences. First-hand exposure to our complex and diverse world, combined with experiential learning and team-based problem solving, is an effective educational path.

Developing perspectives and building *phronesis*.

With rapid AI development, management education must move beyond teaching routine technical skills. Technical skills are still necessary, but they are no longer sufficient if we want to develop future leaders who can augment human wisdom to solve problems with the help of AI. With an abundance of information available, wise leaders will need to be discerning about the relevance and meaning of this information. These leaders will have to seek others' perspectives through active listening. Understanding these perspectives and understanding human aspirations will be the areas in which future leaders can excel when AI takes over routine technical tasks. Wise leaders will also need to actively reflect on their thinking and actions. This higher-order thinking will allow them to distil practical wisdom (*phronesis*) to reason and act for the greater good.

The abovementioned guidelines are intertwined and should not be applied in a piecemeal fashion. An effective reimagining of management education should be considered holistically at the institutional, curricular, and instrumental levels. We may not be able to predict what the future holds for humanity. However, humanity can definitely use the services of wise leaders who are guided by a sense of purpose and clear values, able to tackle big issues with one small solution at a time, and able to look for diverse perspectives while reflecting introspectively on their own thinking and actions. Management education worthy of the future aims to train these wise leaders.



Dr Pamsy Hui

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The Values That Matter:

Interview with Mr Michael Ross

Rags-to-riches stories are already very rare. It is even harder to blaze a new trail in an alien land. However, the Chearavanont family has made it over the past century through their hard work and belief in shared values.

The Chearavanont family, having built Charoen Pokphand Group (CP Group), Thailand's largest company and one of the world's largest conglomerates, was ranked by Forbes Asia in 2017 as Asia's fourth-wealthiest family with a net worth of US\$36.6 billion.

Besides business, the Group is well-known among many Chinese through its joint cooperation with CCTV to produce Zhengda Variety Show, the mainland's first authentic variety-game show and longest-running entertainment TV show, first aired in 1990.

Starting from scratch, the first generation who founded the business, brothers Chia Ek Chor and Chia Siew Whooy, originally from Guangdong province in Southern China, immigrated to Thailand with only eight silver dollars in their pockets, as their hometown and seed shop in Shantou were destroyed by typhoon. They opened a small seed shop in Bangkok's Chinatown in 1921, selling seeds imported from China to Thai farmers.

Getting through ups and downs, the Group developed into an agribusiness empire with multi-assets in the last 98 years. Its total sales amounted to US\$62 billion in 2018, representing a year-on-year growth of 13 percent, according to the Group.

Asked about the Thai conglomerate's crystal ball of managing and inheriting business, Mr Michael Ross, Vice chairman of Charoen Pokphand Group, Co-chairman of CP's Group Commercial Real Estate and Vice chairman of CP Lotus, as well as the son-in-law of the second generation Dhanin Chearavanont, Senior Chairman of CP Group, believes that it is the shared values of the Group that make the difference.

"The fruitful development of our Group and prosperous inheritance of family business cannot proceed without the values we always cherish and insist on, needless to mention the hard work," he said.



Shared Values of the Group

The CP Group, according to Mr Ross, believes in "three-benefit-principle" which means the Group would, in the first place, assess if a potential business benefits both the local nation and people, and therefore their corporation, and would only take next step if it does.

Meanwhile, the Group not only bravely copes with changes, embraces innovation, and pursues speed with quality, but also upholds integrity and honesty, and always cuts through complexity with simple working procedure and decision-making process.

"When meeting with potential partners on business cooperation, we will firstly see if our values match," he said, "and then will stick to the values and commitment against all odds, rather than beginning with tigerish energy but petering out towards the end."

Easier said than done. So Mr Ross took Super Brand Mall project as a real example. He recalled that the Group's real estate company had tough times when it initially set foot in Shanghai. The company developed the Mall, which turned out to be a major shopping centre in Shanghai, located in the prime area of Lujiazui Financial and Trade Zone, with a stunning view of Shanghai's famous Bund. When the Mall opened in 2002, its initial occupancy rate only reached a terrifying 30 percent. "It was the persistence on commitment and long-term vision that led us to keep investing in the project with 100 million yuan each year in a row for five years until the situation improved," he elaborated.

"There were outside interests in acquiring the project, but we chose to stand with the local government and partners, and afterwards it turned out to be a rewarding one," he said, stressing that "if you want to pursue a long-term strategy, you need to think of others."



Family Business with Diversified Sectors

Based on the values, Charoen Pokphand Group's business expanded into eight major lines. Besides agribusiness and food, they also cover retail and distribution, e-commerce and digital business, telecommunication and media, property development, automotive and industrial, pharmaceutical, finance and investment.

The Group's business strategy nowadays is to develop "the Kitchen of the World", and it is focusing on improving the whole value chain internally and adopting a win-win cooperation approach externally, according to Mr Ross.

The Thai Group bought HSBC's entire stake in Ping An Insurance in 2012 for US\$9.4 billion, and acquired a 20 percent stake in Chinese state-owned investment trust CITIC for HK\$80.3 billion, together with Japanese trading giant Itochu in 2015.

Currently, the Group has been involving in Thailand 4.0, the country's upgraded economic model, designed to promote and support innovation, creativity, research and development, higher technologies and green technologies. It is also taking part in the Eastern Economic Corridor development plan, with which Thailand plans to develop its eastern provinces into a leading ASEAN economic zone. CP Group and its strategic partners have formed a consortium and are bidding for the High-Speed Rail linking three major cities (Bangkok, Pattaya and Rayong) as part of the Belt and Road Project.

In the Group's business map, their mainland business makes up 30 to 40 percent of the Group's total revenue, according to Mr Ross. The Group has investments in almost all provinces on the mainland, except Tibet, and talking about Greater Bay Area, they are keeping a close eye on potential business in the healthcare and information technology sectors. "The initiative of Greater Bay Area is about establishing and strengthening partnerships among the nine cities and two special administrative regions within the area," he added.

People Oriented

Mr Ross repeated the word "talent" many times during the interview and said given the shared values, they pay special attention to talents and only carry out business after they find the right talent.

The Group currently employs over 350,000 staff with investments worldwide across 22 countries, and exports products and services to over 140 countries in the Asia-Pacific, North America, Europe, Russia, Middle East and Africa.

Mr Ross said they have recently invested US\$300 million in Thailand to establish the CP Leadership Institute for cultivating talent for the Group's development in the next 100 years.

Being Role Model and Accompanying Runner

The management being real role models and each generation upholding the idea of unity and cooperation are other core reasons why the family business can flourish.

Mr Ross said their Senior Chairman, Dhanin Chearavanont, is 80 years old and is still working every day and always thinking about how to better develop the Group. During weekends, he would travel three hours to join sharing sessions by young talents at the CP Leadership Institute.

"Our management treat work as pleasure. They keep working and making responsible decisions to build foundation for the next generation," he said.

"When the young generation start to work and we would encourage them to devote into a new industry to blaze a new trail. Our roles are just accompanying runners, rather than pacemakers," he added.

Mr Ross's Management Philosophy

Mr Ross has been working for the Group in several management roles for more than two decades, after obtaining work experience in the Regent Hotels & Resorts and the Hopewell Holdings Co. Ltd. He received higher education with a Master degree in Science from Salford University in 1992 and had since then attended an Executive Program in the Kennedy School of Government from Harvard University in

2009. Learning is an ongoing process to improve oneself and abiding to this philosophy, he was invited by the Tsinghua University to enrol as a Tsinghua SEM Entrepreneur Fellow.

In regard to his own management philosophy, Mr Ross thinks highly of moral character while hiring people and prefers to build platform for capable talent to perform, and would trust the person in position.

Mr Ross encourages young people to start their own business but the business should have key differentiation and he believes that the ability to manage people and create meaningful outcome out of nothing is essential. He also stressed that it is vital for entrepreneurs to be broad-minded and understand sharing, and entrepreneurs should possess outstanding adversity quotient, emotional quotient and intelligence quotient.

In line with the Group's values on social responsibility, Mr Ross is also actively serving the society and the business community in the following capacity, Member of the Chinese People's Political Consultative Conference (CPPCC) Shanghai Pudong New Area Committee and Deputy Director of the Committee of Hong Kong, Macao, Taiwan and Overseas Chinese; Vice Chairman by Special Invitation of the China Hospitality Association; Honorary Chairman of Hong Kong Chamber of Commerce in China; Chairman of ICSC (International Council of Shopping Centers) Asia-Pacific Advisory Board; Vice Chairman of the Shanghai Council of Shopping Centers.

In 2017, Mr Ross was awarded the Magnolia Silver Award by the Shanghai Municipal People's Government for his long-term contributions to the city over the last 20 years. In terms of how to balance work and life, he said "usually people spend 12 hours on working, eight hours on sleeping and would have four hours spare time. Knowing how to manage the four hours is important." Mr Ross loves food and wine. In his own words, it is the influence on him as a graduate from Hong Kong Polytechnic (now The Hong Kong Polytechnic University) with a Higher Diploma in Institutional Management and Catering Studies which was formerly under the Division of Business and Management Studies in the 1980s.

Faculty Forum Celebrates 40th Anniversary of Reform and Opening Up of China



On 1 March 2019, the Faculty hosted a forum to celebrate the 40th anniversary of China's reform and opening up. The event, themed "Contributions of PolyU Alumni to the Country", brought together business and community leaders, professionals and PolyU graduates for a discussion on the implications of China's reform for the world and the role of Hong Kong and PolyU alumni in the past and future development of the country.

Officiating at the opening were Mr Jiang Jianxiang, Deputy Director General, Department of Educational, Scientific and Technological Affairs, Liaison Office of the Central People's Government in HKSAR; PolyU Council Chairman Dr Lam Tai-fai and Interim President Professor Philip C. H. Chan. Delivering the keynote speech on "1978-2018 Open Door and Reform – Economic Miracle" was Sir Gordon Wu, former Council Chairman of PolyU and Co-founder and Chairman of Hopewell Holdings Ltd.



RESEARCH PERSPECTIVES

How a Firm's Financial Statement Audit Helps with Cross-border Trading Activities

Based on:

The Effect of Auditing on Promoting Exports: Evidence from Private Firms in the Emerging Markets

Management Science, forthcoming



C. S. Agnes Cheng, The Hong Kong Polytechnic University

Weiham Sun, Shanghai University of Finance and Economics

Kangtao Ye, Renmin University of China

Ning Zhang, Queen's University

Customer firms pay attention to their suppliers' financial information. Poor financial conditions significantly reduce a firm's willingness and ability to provide products and services in a timely and continuous manner, which may cause disruptions in its customers' supply chain. Therefore, a firm has a strong incentive to assess the financial conditions and survivability of its potential suppliers, either by reading their financial statements or by gathering information via other channels. Although a major source of information on a firm's financial health, financial statements are subject to manipulation and errors. As a solution to this problem, a financial audit provides an independent and objective evaluation of the financial reports and the financial reporting process, increasing customer confidence in the creditworthiness of a potential supplier.

Today, global sourcing and exports are an important part of the economic activities around the world. When choosing suppliers from a different country, an importer faces similar but exacerbated information problems. First, contract completeness and enforceability are much lower in a cross-border trading scenario than in the domestic context, partially due to differences in the legal systems and institutions of each country. Second, due to the lack of local knowledge, lack of trust, and the inconvenience of inspection, information asymmetry between buyer and supplier increases with geographic distance. These circumstances make financial statements and financial audits all the more essential because, unlike other information channels, the availability of audited financial reports is not sensitive to distance.

By limiting the exporter's opportunistic reporting and enhancing the creditworthiness of its financial information, a financial audit should enable the importer to have more confidence in international trade and boost the export sales of the potential exporter.

Based on a sample of private firms in more than 100 developing countries, the authors of this paper document a significant positive association between financial report audit and a firm's export intensity. From a researcher's perspective, this association is both challenging and important for causality. As a result, the authors use several methodologies to shed light on causality.

First, the authors use a fuzzy regression discontinuity design (RDD). Some countries impose mandatory audit requirements on private firms that meet specific criteria, which typically include a threshold based on the number of employees. As such, the exogenous mandatory audit regulation triggers a forced increase in the probability of receiving financial audits for firms meeting the criteria. The authors find that firms slightly above the employee threshold have higher export intensity than those slightly below the employee threshold, which can be ascribed to the forced audit effect.

Second, the authors use a difference-in-differences (DiD) design. They show that when a country changes its threshold for mandatory audits, firms exempted from mandatory audits under the new rule export less after the change in regulation.

The study emphasizes the value that a financial audit can add to cross-border trading activities. It is true that the audit engagement must be purchased, thus imposing a cost to private firms. However, this study shows that the audit engagement also has economic value.

An interesting result of the study is that the magnitude of the export-facilitating effect of audits is related to the quality of the audit profession in the country. Given the benefits of financial audits in export activities, the economic importance of exports, and the relatively underdeveloped domestic audit profession, developing countries should pay more attention to improving the audit profession.





Consumer Fairness Concerns and Distribution Channel Design

Based on:

The Impact of Consumer Fairness Seeking on Distribution Channel Selection: Direct Selling vs. Agent Selling

Production and Operations Management,
27(6), 1148-1167 (2018)



Zelong Yi, Shenzhen University

Yulan Wang, The Hong Kong Polytechnic University

Yun Liu, Shanghai Lixin University of Accounting and Finance

Ying-Ju Chen, The Hong Kong University of Science and Technology

Today, due to various news reports and media coverage on "inequality in transactions", consumers are increasingly concerned about fairness. They look for not only basic functionalities in the products they buy, but also fairness in transactions. When purchasing a product, consumers may be reluctant to buy when the price is deemed unfair and the business transaction is inequitable. Consequently, when consumers are concerned about fairness, their willingness to pay and the corresponding utility of the product diminish if inequality is perceived in the transaction.

In this study, the authors examine the effect of consumer concerns about price fairness on the firm's distribution channel selection. Specifically, they consider that the manufacturer can sell the product directly to consumers (*direct selling*) or decentralize its distribution channel downward and sell via a middleman retailer (*agent selling*). Both distribution structures have been commonly observed in business practice. The manufacturer then decides which distribution channel to adopt to maximize profits in the presence of fairness-seeking consumers. Note that the distribution channel structure endogenizes procurement costs and thus affects consumers' perception of fairness and willingness to pay.



This study shows that when consumers become more inequality averse, the manufacturer suffers in both cases because the selling price needs to be lowered so that the transaction can be perceived as fairer. The manufacturer's preference for the distribution channel structure depends on the degree of consumers' fairness seeking. When consumers are not overly concerned about fairness, direct selling is preferred by the manufacturer as it can eliminate the double marginalization effect. For instance, many luxury brands, such as Chanel, Hermes, and Dior, adopt direct selling. Consumers who are interested in these brands usually show great brand loyalty and have little regard for fairness. However, when consumers are extremely concerned about fairness, the manufacturer generally

prefers agent selling to direct selling. Indeed, in agent selling, the increase in the wholesale price due to double marginalization induces consumers to perceive the trade as fairer when buying from the retailer. The effect of increased perceived fairness can dominate the effect of lowered ordering quantity. Consequently, consumers are more willing to buy (even at a higher retail price) and the manufacturer is better off. For example, in the hotel industry, especially in the budget hotel segment, consumers easily switch to other hotels of the same type if they perceive a hotel's price to be unfair. As a result, even though hotels are capable of selling rooms via their own channels, the entire hotel industry relies heavily on efficient and convenient online travel agents and third-party websites to sell rooms.



How Today's After-work Activities Affect Tomorrow's Employee Proactivity

Based on:

Enjoy Your Evening, Be Proactive Tomorrow: How Off-job Experiences Shape Daily Proactivity

Journal of Applied Psychology, forthcoming



Kan Ouyang, Shanghai University of Finance and Economics
(Faculty PhD graduate)

**Bonnie Hayden Cheng, The Hong Kong
Polytechnic University**

Wing Lam, The Hong Kong Polytechnic University

Sharon K. Parker, Curtin University

At the end of a working day, people often engage in their preferred activities to recover from work-related stress, such as reading, hobbies and new interests, or engage in activities that distract them from work-related thoughts, such as cooking or going to the gym.

This research examines the relationship between employees' off-job experiences during the evening and their proactive behaviour (employee engagement in self-initiated behaviours to create change in the workplace) at work the next day. The authors followed 183 full-time employees from various IT and telecommunication organizations in China across 10 workdays. Employees reported their evening activities, their psychological state in the morning and their proactive behaviours at the end of each workday.

The authors found that employees who engaged in mastery experiences in the evening (including learning or challenging opportunities, such as learning a new language or volunteering) were more likely to engage in proactive behaviours the next day, because of their effects on energy (i.e., positive affect) and the employees' perception of being able to assume proactive roles (i.e., role breadth self-efficacy).



In addition, employees who had the ability (i.e., agency) to organize their activities in the evening were more likely to engage in proactive behaviours the next day, because of their effects on role breadth self-efficacy and their desire for control.

In contrast, employees who spent their evening doing hassle activities, such as housework, were less likely to engage in proactive behaviours the next day because they were less likely to experience positive affect the next morning.

Similarly, employees who engaged in relaxing activities during the evening or who mentally detached from work-related thoughts were not likely to engage in proactive behaviours the next day.

The results suggested that the way that employees spent their evening had different effects on their proactive behaviours at work the next day. Employees who engaged in activities associated with mastery or agentic experiences were more likely to engage in proactive behaviours the next day. In contrast, having relaxing experiences or detaching from work was related to feelings of serenity that did not affect proactivity.

Furthermore, when employees engaged in hassle-type activities in the evening, they needed to deliberately engage in more beneficial experiences to counterbalance the negative effect of the hassle on their energy level to be more proactive at work. Employees should therefore be aware that, first, proactive behaviours fluctuate daily, and second, that what they do during the evening affects their proactivity at work the next day.

Media Coverage and IPO Pricing around the World

Journal of Financial and Quantitative Analysis, forthcoming

The authors study how media coverage impacts pricing of IPOs around the world. Higher media coverage in the pre-IPO period leads to lower IPO initial returns. The effect is mitigated in countries with better financial reporting quality, greater shareholder rights protection, and more stringent media censorship, and for IPOs "certified" by reputable intermediaries, while it is amplified in countries with higher levels of media penetration and media trust. Further, IPOs with higher pre-IPO media coverage have lower ex-post price revision volatility. Their findings suggest that higher pre-IPO media coverage reduces information asymmetry among investors, leading to less underpriced IPOs.



Yangyang Chen, The Hong Kong Polytechnic University

Abhinav Goyal, University of Liverpool

Madhu Veeraraghavan, T.A. PAI Management Institute

Leon Zolotoy, University of Melbourne

Optimal Distribution Strategy for Enterprise Software: Retail, SaaS, or Dual Channel?

Production and Operations Management, 27(11), 1928-1939 (2018)

This research analyses the optimal distribution strategy of enterprise software by taking into account the distinct features of enterprise software for both the short-run problem, in which the software quality is fixed, and the long-run problem, in which the software quality becomes part of the strategic decisions. The results indicate that in the presence of high unfit cost relative to the customization cost, the dual channel strategy exists and generates the highest profit for the firm and the highest social welfare. When the unfit cost is low relative to the customization cost, the SaaS channel strategy becomes the best strategy for both the firm in terms of profitability and society in terms of social welfare. This key finding is robust in that it holds for both the short-run problem and the long-run problem.



Shengli Li, Peking University

Hsing Kenneth Cheng, University of Florida

Yong Jin, The Hong Kong Polytechnic University

Do Family Firms Invest More than Nonfamily Firms in Employee-friendly Policies?

Management Science, forthcoming

The authors examine whether family firms invest more in employee relations than nonfamily firms. Using the variation in state-level changes in inheritance, gift, and estate taxes as an exogenous shock to family control, they find that family firms, particularly those in which a founder serves as CEO or those in which a family member serves as a director on the board, treat their employees better than nonfamily firms. More importantly, family firms focus on investing in employee relations that help alleviate labour-related conflicts and controversies, possibly to avoid a negative family reputation among stakeholders. Family firms' better treatment of their employees is also evident when they use a difference-in-difference test to exploit changes in family firm status due to (sudden) deaths of family members and firms' inclusion in Fortune's "100 Best Companies to Work For" list to identify employee-friendly treatment. The authors further find that family firms in the early stage of their life cycle invest more in employee relations when they operate in labour-



Jun-Koo Kang, Nanyang Technological University
Jungmin Kim, The Hong Kong Polytechnic University

intensive industries in which the benefits from family owners' monitoring of employees are expected to be large. Moreover, they find that while nonfamily firms' investment in employee relations is impeded by several constraints such as short-term investor pressure, managerial myopia, and managerial agency problems, family firms do not suffer from such constraints. These findings help explain why underinvestment in employee relations is prevalent in public firms despite potential long-term benefits from such intangible investment.

State Ownership and Debt Choice: Evidence from Privatization

Journal of Financial and Quantitative Analysis, 54(3), 1313-1346 (2019)

Using a large sample of privatized firms, the authors find that state ownership is significantly positively associated with the use of bank debt financing, suggesting that privatized firms benefit from the soft budget constraint associated with state ownership. They further find that the relation is more pronounced in countries with high government ownership of banks, high corruption in bank lending, a left-oriented government, and a collectivist national culture, which provides additional support for the soft-budget-constraint view. Finally, in external validity tests, the authors find that state ownership affects other aspects of debt structure, such as debt maturity and debt security.



Narjess Boubakri, American University of Sharjah
Walid Saffar, The Hong Kong Polytechnic University



Work Package Sizing and Project Performance

Operations Research, 67(1), 123-142 (2019)

The authors study how design decisions in project planning affect the cost of execution. In organizing a project's tasks into work packages, trade-offs arise. Defining small work packages increases project complexity and workload, and reduces economies of scale, whereas defining large work packages reduces concurrent processing and adversely affects cash flow. Their work is apparently the first to study this trade-off. They consider the objective of minimizing total project cost, subject to a deadline on project makespan. For serial task networks, they describe an efficient algorithm that finds optimal work package sizes. For acyclic task networks, they develop a heuristic method and a lower bound for the unary *NP*-hard problem. A computational study shows that their heuristic routinely delivers near-optimal solutions that substantially improve on



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Nicholas G. Hall, The Ohio State University

those found by benchmark procedures. The results demonstrate the value of deliberately varying work package sizes within a project, in contrast to typical project management practice. Related issues including multiple serial paths in parallel, task incompatibility, and generalized precedence constrained work packages are also discussed. Their work enables more precise planning of work packages to improve performance, documents the value of integrating the planning of work packages and schedules, and provides insights that guide resource allocation decisions.

The Sleepy Consumer and Variety Seeking

Journal of Marketing Research, 56(2), 179-196 (2019)

Sleepiness, the subjective feeling of the propensity to fall asleep, is a common, everyday experience that can be induced by various factors, such as sleep quality, sleep deprivation, ingestion of certain substances, or belief about how much sleep a person needs. Despite its prevalence, sleepiness and its influence on consumption behaviour have rarely been linked in the research to date. The present research helps fill this void by uncovering the novel impact of sleepiness on consumer variety-seeking behaviour. The studies, using various methods and all involving consequential choices, revealed that sleepier consumers tended to seek more variety. The driver of this effect was found to be a need for arousal to maintain wakefulness. The authors also show that variety-seeking behaviour is effective in partially reducing sleepiness. The effect of sleepiness on variety seeking uncovered in this



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Yifan (Sky) Liang, Tsinghua University

Charles B. Weinberg, The University of British Columbia

Gerald J. Gorn, The Hong Kong Polytechnic University

research is somewhat nonintuitive, in the sense that, a priori, one might expect sleepiness to be more likely to decrease rather than increase exploratory behaviour. The authors discuss implications of the findings for different research areas and for marketing practice.

Doing Good, Feeling Good? The Roles of Helping Motivation and Citizenship Pressure

Journal of Applied Psychology, forthcoming

Drawing on self-determination theory, this research investigates whether the motivation behind employees' helping behaviours is associated with their positive affect and their subsequent help provision, and whether citizenship pressure moderates these relationships. A recall-based experiment and an experience-sampling study capturing helping episodes among full-time employees found that when employees helped coworkers because of higher autonomous (controlled) motivation in a helping episode, they experienced



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Krishna Savani, Nanyang Technological University

Remus Ilies, National University of Singapore

higher (lower) positive affect, and they had stronger (weaker) helping intentions and helped coworkers more (less) subsequently. The authors further found that citizenship pressure enhanced the positive relationship between episodic autonomous motivation and positive affect. Overall, the results challenge the universality of the "doing good-feeling good" effect, and explicate the joint roles of citizenship pressure and helpers' episodic motivation in influencing employees' positive affect and their subsequent helping behaviours.

Give and Take: An Episodic Perspective on Leader-member Exchange

Journal of Applied Psychology,
104(1), 34-51 (2019)



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Wu Liu, The Hong Kong Polytechnic University
Xian Li, CITIC Securities Co., Ltd.
Zhaoli Song, National University of Singapore



Research on leader-member exchange (LMX) has predominantly taken a dyadic relationship perspective to understand the differences in overall exchanges across leader-member dyads, while neglecting the within-dyad exchange dynamics across a series of episodic resource transactions. Drawing from the literature on equity and reciprocity principles of social exchange, the authors develop and test a model of leader-member episodic resource transactions that delineates the momentary psychological mechanism and the boundary condition under which episodic resource contribution surplus generates member subsequent reciprocations. Multilevel polynomial regression analyses of 600 episodic exchange responses from 73

employees show that resource contribution surplus in an exchange episode increased state work engagement immediately following the episode and member resource contribution in the next episode by evoking member momentary sense of obligation to reciprocate. Additionally, the between-dyad LMX relationship quality attenuated these effects by reducing the likelihood to feel obligated to reciprocate due to episodic resource contribution surplus. This research highlights the microdynamic transaction nature of the exchanges between leaders and members and provides insight into how leader-member dyads exchange resources in episodic interactions.



Effect of "Following" on Contributions to Open Source Communities

Journal of Management Information Systems, 35(4), 1188-1217 (2018)

In this study, the authors estimate the effect of "online following," a basic form of online social interaction, on members' contributions in open source software (OSS) communities, using a unique longitudinal data set containing information on over 4 million OSS developers and their social interactions over seven years. They find that obtaining new followers in the previous month has a significant positive effect on developers' level of contribution in the current month. The effect carries over to the next month although the marginal effect decreases. The authors further find that the effect of new followers on their contribution level is much stronger for freelancers than those with company affiliation. In contrast to the previous literature that posited the existence of non-monetary incentives for developers who contribute to the OSS communities, their result suggests the existence of incentives that are tied to future monetary rewards for developers on these platforms. Their findings have important implications for the OSS platforms as well as the OSS



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Xiaowei Mei, The Hong Kong Polytechnic University

Liangfei Qiu, University of Florida

Subhajyoti Bandyopadhyay, University of Florida

community. OSS platform designers may consult their results to learn about the social features that affect members' contribution. The authors also encourage OSS community to use the "following" feature more prominently on OSS platforms to incentivize higher contribution levels to the projects.

Female User Safety Concerns and Ride-hailing Platform Operation

Based on:

Gender-based Operational Issues Arising from On-demand Ride-hailing Platforms: Safety Concerns, Service Systems, and Pricing and Wage Policy

(A working paper)

Pengfei Guo, The Hong Kong Polytechnic University

Christopher S. Tang, University of California

Yanli Tang (PhD student), The Hong Kong Polytechnic University

Yulan Wang, The Hong Kong Polytechnic University

On-demand ride-hailing platforms, such as Didi, Uber, Lyft, etc. offer convenience for riders and work flexibility for independent drivers; however, there have been numerous reports of sexual harassment and assault against female riders and drivers. Addressing women's safety problems has become a critical issue. Offering female-only ride-hailing services is an option that has been adopted by new start-ups, such as SheTaxis, Safr, Chariot for Women (United States), She Cab (India), and She'Kab (Pakistan). This raises the question of when a platform has the incentive to offer gender-specific services and whether this system is profitable and sustainable. The main obstacle to the operation of gender-specific systems is the limited supply of female drivers, who represent between a few percent and 20% of the total workforce in the ride-hailing industry.

In this working paper, we seek to understand the effect of female user safety concerns on the design of the ride-hailing platform's operational system. Specifically, we consider two operational systems, a gender-neutral "pooling" system matching drivers and riders based on availability, regardless of their gender, and a gender-specific "dedicated" system pairing only users—passengers and drivers—of the same gender. In the dedicated system, gender-based pricing and wage policy becomes possible as the two gender-specific systems are separate business entities. We then investigate how these two systems affect the riders and drivers' participation incentives and the platform's profitability.

We show that when female users' safety concerns can be resolved, the pooling system is surely the best operational mode due to the pooling effect. However, when the confidence level in the safety of the female users is low, the gender-specific system is better. Moreover, the gender-based system needs to pay higher wages to recruit more female drivers. Meanwhile, it also has to charge lower fares to female riders to compensate for their longer wait times. As such, this dedicated service will only be profitable if the pool of female users is large enough. Platforms such as Didi often operate multiple business modules, such as Didi Premier, Didi Express, and Didi Carpool (Hitch), and have different degrees of control over drivers in terms of background checks and training. They can adopt dedicated systems for low-safety business modules, such as Carpool, and pooling systems for high-safety modules, such as Didi Premier. The study results have been published on the UCLA Anderson Review website (<https://www.anderson.ucla.edu/faculty-and-research/anderson-review/uber-gender>).



Dr Yulan Amanda Wang

Associate Professor
Department of Logistics and
Maritime Studies

PolyU is the Fifth Most Influential University in OR-MS Research

Many universities around the world have made important contributions in the field of operations research and management science (OR-MS). "Bibliometrics in Operations Research and Management Science: A University Analysis", published online in August 2018 in the *Annals of Operations Research*, presents the most productive and influential universities in OR-MS research between 1991 and 2015.

Based on data from the *Web of Science (WoS)* Core Collection, the study results show that PolyU was the fifth most influential university in OR-MS research during 1991-2015.

In terms of the composite scores of Total Papers (TP) and Total Cites (TC), PolyU ranked fourth based on equal weights on TP and TC, or 30% of TP + 70% of TC.

- | | |
|---|---|
| 1 | Massachusetts Institute of Technology |
| 2 | University of Montreal |
| 3 | Georgia Institute of Technology |
| 4 | University of Pennsylvania |
| 5 | The Hong Kong Polytechnic University |

Source: **Table 2** 100 most influential universities in OR-MS research

In the temporal analysis of the most productive universities, from 2001 to 2005, PolyU "shows huge improvement and appears as most productive university in this time period with 298 publications". From 2006 to 2010, PolyU "emerges as the best university in both total citation and *H-index* categories". From 2011 to 2015, PolyU "again appears as the best university in all total citation, *H-index* and citation per paper categories".

PolyU Ranks Ninth in Supply Chain Management Research in the World

The *SCM Journal List™* ranks universities' output in supply chain management research based on leading journals. Each year's ranking is based on research, in both analytical and empirical arenas, published in these journals in the last five years.

The 2018 league table for all journals showed that PolyU was the ninth institution in the world and the first in Hong Kong. From 2016 to 2018, PolyU was ranked 26th in the world and second in Hong Kong.

- | | | |
|---|---|---|
| 1 | University of Michigan |  |
| 2 | Columbia University |  |
| 3 | Stanford University |  |
| 9 | The Hong Kong Polytechnic University |  |

2018 ranking based on all journals in the *SCM Journal List™*

Faculty Ranks 61st in the World

According to the *UTD Top 100 Worldwide Business School Rankings Based on Research Contributions* published on 15 March 2019, the Faculty ranked sixth in Asia and 61st in the world from 2014 to 2018. During this five-year period, Faculty members published 90 articles in UTD (The University of Texas at Dallas) ranking journals.

Professor Edwin Cheng Elected Fellow of Hong Kong Academy of Engineering Sciences

Faculty Dean Ir Professor T. C. Edwin Cheng was elected Fellow of the Hong Kong Academy of Engineering Sciences (FHKEng) at the Academy's annual general meeting in December 2018. The welcoming dinner for new fellows was held on 29 January 2019.

The Hong Kong Academy of Engineering Sciences promotes the advancement of the science, art and practice of engineering for the benefit of the public. The Fellowship is characterized by dedication to serving Hong Kong with the highest quality of engineering expertise and one's election as a Fellow depends on personal achievements of exceptional merit and distinction.



Ir Professor T. C. Edwin Cheng (left)



Faculty Graduation Ceremony

The Faculty held its graduation ceremony from 8 to 10 November for 1,834 graduates in 2018, comprising 823 undergraduates, 988 taught postgraduates and 23 research students. During the six sessions of the ceremony, Higher diplomas, Bachelor's degrees, Postgraduate certificates, Postgraduate diplomas, Master's degrees and MPhil degrees were presented to graduates.

Doctoral degrees were presented at the 24th Congregation of PolyU on 28 October 2018.

Official Launch of the Faculty of Business Academy

The Faculty of Business Academy (FB Academy) is a structured professional development programme that helps elite undergraduates develop all-round competitiveness, in particular entrepreneurial acumen and social innovation, in addition to enhancing academic performance and employability. Selected Faculty students will attend an international course at a prestigious institution, participate in an overseas

internship and attend development workshops, targeted training, and industry and alumni networking events.

The official launch of the Academy took place on 22 February 2019. Faculty Dean Professor Edwin Cheng is Principal and Dr Hazel Lee, in the Department of Management and Marketing, is Vice Principal.



At the launch ceremony

Faculty Students and Graduates Achieve High Scores in ACCA Exams

ACCA (the Association of Chartered Certified Accountants) held on 13 November 2018 an awards presentation and celebration for Hong Kong Top Achievers in ACCA exams from September 2017 to June 2018. A total of five Faculty students and graduates were recognized for their outstanding results.

Student/Graduate	Programme	Exam session/ Conditional Exemption programme	Award/Achievement
Miss Liu Pui Yuen (2015 graduate)	BBA (Hons) in Accountancy	December 2017	Top score in Paper P2 – Corporate Reporting
Miss Ma Cong Ying (2018 graduate)	BBA (Hons) in Accountancy	Conditional Exemption (CE) programme	Outstanding CE Award
Miss Carol Si Qianqian (2017 graduate)	MSc in International Shipping and Transport Logistics	March 2018	Bronze medal
Miss Flora Sum Fong Ting (2011 graduate)	Master of Professional Accounting	December 2017	Silver medal
Mr Wen Sihan (student)	BBA (Hons) in Accounting and Finance	June 2018	Top score in Paper P4 – Advanced Financial Management



Ma Cong Ying (middle)



Si Qianqian (right)

The Conditional Exemption (CE) programme provides a fast track for students to sit ACCA exams during their studies in universities and institutions. Outstanding CE Award winners complete all ACCA papers within two years.

Three Faculty Graduates are Top Students in HKICPA QP Exam

Three recent BBA (Hons) graduates obtained the highest scores in two sessions of the Qualification Programme (QP) examination hosted by the Hong Kong Institute of Certified Public Accountants (HKICPA). They received the awards in September 2018.



At the awards presentation

Graduate	Curriculum	QP Exam
Miss Chu Wenrong	International Shipping and Transport Logistics	Top student in Module B (Corporate financing) December 2017
Mr Song Siyuan	Management	Top student in Final exam Silver award (BDO prize) winner December 2017
Mr Chan Yee Chun	Accountancy	Top student in Module A (Financial reporting) June 2018



Miss Kaliyeva Madina is Outstanding Student of the Faculty

Miss Kaliyeva Madina, in the Department of Management and Marketing, was selected as Outstanding Student of the Faculty of Business for the year 2018. She received this honour at the Outstanding Student Awards Presentation Ceremony of PolyU on 21 February 2019.

Madina was among the top three in her class. She co-founded the Qazaq Student Association to help students gain cross-cultural experience and foster internationalization on campus. She was a mentor for junior year students and a PolyU student ambassador. In addition to exchange studies in Canada and the UK, Madina worked for a social enterprise in Canada and for an audit firm in Hong Kong, and provided community services in Hong Kong. Exposed to different cultures and mentalities, Madina has developed a passion for eliminating poverty and inequality, helping the homeless and needy, and sharing the responsibilities of global citizens.



Kaliyeva Madina (right) and PolyU Interim President Professor Philip C. H. Chan



(From left) Liu Xuanbei, Yang Shuangyu, Bao Yuhan, and Toh Jing Jie

Accounting and Finance Team is Champion in Hong Kong Final of CFA Institute Research Challenge

Four students from the School of Accounting and Finance teamed up to win the championship in the Hong Kong Final of CFA Institute Research Challenge 2018-19. They were Miss Liu Xuanbei, Miss Yang Shuangyu, Miss Bao Yuhan, and Mr Toh Jing Jie studying for the BBA (Hons) degree in Accounting and Finance.

CFA is short for Chartered Financial Analyst. The CFA Institute Research Challenge is an annual global competition that helps university students hone their analytical, valuation, report writing and presentation skills. Each team participating in the Hong Kong competition researches a designated publicly traded company, prepares a written report and presents its findings to a panel of judges. This year's designated company was Alibaba Group. The Hong Kong final was held on 23 February 2019.

Accounting and Finance Team Takes Championship in Asia Final of YOUNiversity Deal Challenge

A team of undergraduates from the School of Accounting and Finance took part in YOUNiversity Deal Challenge 2019, won the championship of the Asia competition held in Hong Kong, and received a US\$8,000 scholarship in February. The team members were Miss Cui Xinyue (Accountancy), Miss Xiu Huize (Accounting and Finance), and Mr Zhao Zihao (Financial Services).

YOUNiversity Deal Challenge, hosted by Duff & Phelps, offers business students the opportunity to develop a broad range of skills related to mergers and acquisitions advisory, transaction opinions, disputes and investigations and valuation advisory. Working in teams, participants apply their technical reasoning and critical thinking to the key stages of the deal-making process. Duff & Phelps is a global advisor that protects, restores and maximizes value for clients in the areas of valuation, corporate finance, investigations, disputes, cybersecurity, compliance and regulatory matters and other governance-related issues.



(From left) Cui Xinyue, Xiu Huize, and Zhao Zihao



Cheung Tsz Yeung (middle)

Mr Cheung Tsz Yeung's Team Wins CUPP Support

Mr Cheung Tsz Yeung, reading for the BBA (Hons) degree in Accounting and Finance, teamed up with four undergraduate and postgraduate students from PolyU's Faculty of Engineering to participate in the Cyberport University Partnership Programme (CUPP) 2018. Their project, Redbud, earned them a HK\$100,000 cash grant of Cyberport Creative Micro Fund and an interview opportunity for Cyberport Incubation Programme.

CUPP promotes financial technology (FinTech)-focused entrepreneurship and helps university students unleash their potential and gain insights into the global market. During the three-month entrepreneurial training and mentorship, Tsz Yeung and his team attended a boot camp at the University of Chicago Booth School of Business.

Redbud connects insurance agencies with customers and uses blockchain and AI technology for product sales and customer relationship management, solving problems related to negative salesmanship and poor after-sales services in the industry. It shows the history of insurance agents to help build customer confidence and gives reputable agents a competitive edge.



Mr Cheung Tsz Yeung's Team Wins Championship in Inter-school Innovation Competition on Insurance Technology

Mr Cheung Tsz Yeung, in the School of Accounting and Finance, and his team won the championship of the Tertiary Division of the Inter-school Innovation Competition on Insurance Technology: Life Can Be Insured, organized by the Financial Services and the Treasury Bureau of the HKSAR government. The other four members were undergraduate and postgraduate students and alumni of PolyU's Faculty of Engineering.

The team, Road Saviour, took part in a 24-hour hackathon and developed an insurance technology (InsurTech) solution prototype to address the shortcomings of the insurance industry. Road Saviour promotes safe driving by providing new drivers with real-time advice on the safest routes, a junction blacksite list and more. It records driving behaviour as a reference for insurance companies when assessing risk and offering premium discounts.

The competition concluded on 25 November 2018.



(From left) Wang Runfeng, Feng Wenxuan, He Shiqi and Xiu Huize

Accounting and Finance Students are Runners-up in EY Cyber Asia Case Competition

Three students reading for the BBA (Hons) degree in Accounting and Finance teamed up with a student from another department of PolyU to win the runner-up prize in EY Cyber Asia Case Competition 2018. The team members were Mr Oswin Wang Runfeng, Miss Sophie Feng Wenxuan, Mr He Shiqi (Department of Computing), and Miss Sara Xiu Huize.

The first EY Cyber Asia Case Competition was open to undergraduates and postgraduates from universities in Hong Kong, mainland China, Singapore and South Korea. Entrants worked together to analyse a cyberattack case, agree on a quick response, and make a presentation.



Cheung Tsz Yeung (third from left)

Miss Tsang Kit Ying is First Runner-up in Hong Kong Final of Global Student Entrepreneur Awards

Miss Hilda Tsang Kit Ying, reading for the BBA (Hons) degree in Global Supply Chain Management, won the first runner-up prize in the Hong Kong finals of Global Student Entrepreneur Awards (GSEA) competition 2018-19 hosted by the Entrepreneurs' Organization (EO), Hong Kong.

With 188 chapters in 58 countries, EO is a peer-to-peer network of 13,000 founders, co-founders or controlling shareholders of companies. GSEA supports student entrepreneurs with mentorship, recognition and connections to bring their businesses to the next level of success. The annual competition, consisting of local and national rounds prior to the world finals, is open to undergraduates and graduates who own and operate a business for at least six months while attending college or university. The Hong Kong finals were held in November 2018.



Tsang Kit Ying



Lu Jinxuan (left) and Leung Hoi Ting

LMS Students Receive CIPS Awards

Two students from the Department of Logistics and Maritime Studies (LMS) were recognized as part of the Best Student Awards Scheme of the Chartered Institute of Procurement & Supply (CIPS), Hong Kong branch. Both students were reading for the BBA (Hons) degree in Global Supply Chain Management. Miss Lu Jinxuan received the Best Student Award and Miss Leung Hoi Ting a Certificate of Appreciation.



Three Faculty Undergraduates Win Five Medals in USFHK Annual Aquatic Meet

The 55th Annual Aquatic Meet, organized by The University Sports Federation of Hong Kong, China (USFHK), was held on 28 October 2018. The PolyU Swimming Team (men's and women's teams) won the Overall Championship for the fifth consecutive year.

That day, three BBA students medalled in men's individual events.



(From left) Cheung Yau Ming, Lau Shiu Yue, Wong Ching Yin

Student	Curriculum	Event	Prize
Mr Cheung Yau Ming	Accounting and Finance	100M Backstroke	Gold medal
		200M Backstroke	Gold medal
Mr Lau Shiu Yue	Global Supply Chain Management	50M Backstroke 100M Backstroke	Gold medal Silver medal
Mr Jimmy Wong Ching Yin	Accounting and Finance	100M Freestyle	Bronze medal



Past Events

Knowledge Transfer Forum



*The Future of Work:
Driving Change in Organizations,
co-organized with the Faculty's Centre for
Leadership & Innovation*

(March 2019)

*Cybersecurity and Privacy,
co-organized by AMTD FinTech Centre of PolyU
Faculty of Business and
the University of Waterloo*

(March 2019)



*Dispute Resolution Issues in Belt and Road
Commercial Transactions and the Role of Hong
Kong, co-organized by the Faculty of Business –
Belt and Road Centre of PolyU and the Centre
for Chinese and Comparative Law of the City
University of Hong Kong*

(January 2019)



*Inaugural Symposium:
Star Professors x Top Business Management*

(December 2018)



Past Events



Renmin University of China-PolyU Doctor of Management Forum cum 2019 FinTech Summit in Beijing, organized by DMgt Alumni Circle (March 2019)



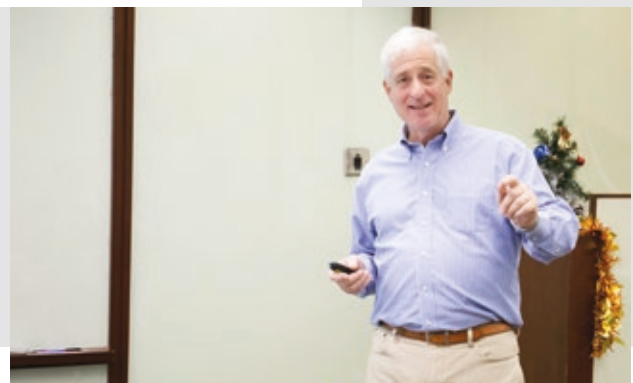
AI and Investments Conference hosted by the Center for Wealth Management at China Europe International Business School and the Center for Economic Sustainability & Entrepreneurial Finance under the Faculty's School of Accounting and Finance (November 2018)



DBA Public Lecture: Blockchain Technology for FinTech and More, delivered by Mr Steven Lee, Founder and CEO, MoneySQ.com (March 2019)



Public Lecture: Mandatory Portfolio Disclosure in the Asset Management Industry, delivered by Professor Vikas Agarwal from Georgia State University (January 2019)



Public Lecture: Corporate Social Responsibility and the Market Reaction to Negative Events: Evidence from Inadvertent and Fraudulent Restatement Announcements, delivered by Professor Eli Bartov from New York University (December 2018)



FinTech Forum hosted by AMTD FinTech Centre of PolyU Faculty of Business and co-organized by AMTD-The University of Waterloo Innovation Lab (October 2018)



MBA Forum: Tech Innovation for Well-being, addressed by Mr Reny Ng, Founder and CEO, Visiona MedTech; and Mr Kow Ping, Director and Founder, Well Being Digital Limited (March 2019)



Panel discussion, on Embracing the Belt and Road Vision: Hong Kong Professionals, chaired by Faculty Dean Professor Edwin Cheng at the Inauguration of Belt and Road Cross-professional Advancement Programme (December 2018)



Department of Logistics and Maritime Studies Scholarships and Awards Presentation (November 2018)



DBA/DMgt Graduation (October 2018)

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