



MSc in
**Global
Business and
Decision Analysis**
(Mixed-mode)

Programme Requirement Document
Programme Code: 44094-BFM/BPM

2023-2024

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GBDA Programme Web Page

<https://www.polyu.edu.hk/lms/study/tpg/gbda/>

PolyU Student Handbook Web Page

<https://www.polyu.edu.hk/ar/students-in-taught-programmes/student-handbook/>

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FOREWORD

It is our pleasure to welcome you to the Master of Science in Global Business and Decision Analysis programme offered by the Department of Logistics and Maritime Studies at The Hong Kong Polytechnic University.

This programme prepares graduates with a portfolio of business skills and industry knowledge to meet the challenges in a fast-moving global commercial landscape. Successful completion of this unique programme will not only equip you with comprehensive understanding on various functional areas of global business, but also provide you with solid training in scientific and analytics tools necessary for managerial decision-making.

This Programme Document contains important information that is of direct relevance to your studies. You are strongly advised to read it carefully and use it as a guide for working out your study plan.

We wish you an enjoyable and rewarding experience with the University.

With warmest regards

A handwritten signature in black ink, appearing to read 'Andy Yeung', written in a cursive style.

Prof. Andy Yeung
Head, Department of Logistics and Maritime Studies

MSc in Global Business and Decision Analysis 2023/24

The Hong Kong Polytechnic University Academic Calendar 2023/24 (by Semester Week)

(Updated on 21 July 2023)

Month	Week	Mon	Tue	Wed	Thurs	Fri	Sat	Sun	Sem. Week	Events	General Holidays
Aug 2023	--	28	29	30	31	1	2	3	--		
Sept	1	4	5	6	7	8	9	10	1	4 Sept: Sem. 1 teaching commences 4 - 16 Sept: Add/Drop Period for Sem. 1	
	2	11	12	13	14	15	16	17	2		
	3	18	19	20	21	22	23	24	3		
Oct	4	25	26	27	28	29	30	1	4	29 Sept: Chinese Mid-Autumn Festival (all evening classes/exams suspended)	30 Sept: The day following the Chinese Mid-Autumn Festival 2 Oct: The day following National Day
	5	2	3	4	5	6	7	8	5		
	6	9	10	11	12	13	14	15	6		
	7	16	17	18	19	20	21	22	7	21 Oct: PolyU Undergraduate Info Day 2023 (all day-time and evening classes suspended)	23 Oct: Chung Yeung Festival
Nov	8	23	24	25	26	27	28	29	8		
	9	30	31	1	2	3	4	5	9	3 Nov - 25 Nov: Twenty-ninth Congregation	
	10	6	7	8	9	10	11	12	10		
	11	13	14	15	16	17	18	19	11		
Dec	12	20	21	22	23	24	25	26	12		
	13	27	28	29	30	1	2	3	13	2 Dec: Sem. 1 teaching ends	
	14	4	5	6	7	8	9	10		4 - 6 Dec: Revision Days for Sem. 1	
	15	11	12	13	14	15	16	17	Exam.	7 - 22 Dec: Examination Period for Sem. 1	
	16	18	19	20	21	22	23	24		22 Dec: Winter Solstice (all evening classes/exams suspended) 24 Dec: Christmas Eve (all evening classes/exams suspended)	25 - 26 Dec: Christmas Day and the first weekday after Christmas Day 1 Jan: The first day of January
Jan 2024	17	25	26	27	28	29	30	31			
	18	1	2	3	4	5	6	7	Exam. result processing		
	19	8	9	10	11	12	13	14			
	20	15	16	17	18	19	20	21	1	15 Jan: Sem. 2 teaching commences 15 - 27 Jan: Add/Drop Period for Sem. 2	
Feb	21	22	23	24	25	26	27	28	2		
	22	29	30	31	1	2	3	4	3		
	23	5	6	7	8	9	10	11	4	9 Feb: Lunar New Year's Eve (all evening classes/exams suspended) 10 - 18 Feb: Lunar New Year Break (all day-time and evening classes suspended)	10 - 13 Feb: Lunar New Year Holidays
	24	12	13	14	15	16	17	18	Lunar New Year Break		
Mar	25	19	20	21	22	23	24	25	5		
	26	26	27	28	29	1	2	3	6		
	27	4	5	6	7	8	9	10	7		
	28	11	12	13	14	15	16	17	8		
	29	18	19	20	21	22	23	24	9		
	30	25	26	27	28	29	30	31	10		29 Mar - 1 Apr: Easter Holidays
Apr	31	1	2	3	4	5	6	7	11		4 Apr: Ching Ming Festival
	32	8	9	10	11	12	13	14	12		
	33	15	16	17	18	19	20	21	13	20 Apr: Sem. 2 teaching ends	
	34	22	23	24	25	26	27	28		22 - 24 Apr: Revision Days for Sem. 2 25 Apr - 11 May: Examination Period for Sem. 2	
May	35	29	30	1	2	3	4	5	Exam.		1 May: Labour Day
	36	6	7	8	9	10	11	12			
	37	13	14	15	16	17	18	19	Exam. result processing		15 May: The Birthday of the Buddha
	38	20	21	22	23	24	25	26			
Jun	39	27	28	29	30	31	1	2	1	27 May: Summer Term teaching commences 27 May - 1 Jun: Add/Drop Period for Summer Term	
	40	3	4	5	6	7	8	9	2		
	41	10	11	12	13	14	15	16	3		10 Jun: Tuen Ng Festival
	42	17	18	19	20	21	22	23	4		
	43	24	25	26	27	28	29	30	5		1 Jul: The HKSAR Establishment Day
Jul	44	1	2	3	4	5	6	7	6		
	45	8	9	10	11	12	13	14	7	13 Jul: Summer Term teaching ends	
	46	15	16	17	18	19	20	21	Exam.	15 - 20 Jul: Examination Period for Summer Term	
	47	22	23	24	25	26	27	28			
Aug	48	29	30	31	1	2	3	4	Exam. result processing		
	49	5	6	7	8	9	10	11			
	50	12	13	14	15	16	17	18			
	51	19	20	21	22	23	24	25			
	52	26	27	28	29	30	31	1		1 Sept: Academic Year 2023/24 ends	

General Holidays (tentative for 2024)

Important dates on assessment:

Finalisation of subject assessment results
Finalisation of overall assessment results
Announcement of overall assessment results

Semester 1	Semester 2	Summer Term
9-Jan	21-May	30-Jul
17-Jan	29-May	7-Aug
18-Jan	30-May	8-Aug

July 2023

PART I: GENERAL INFORMATION

1. PROGRAMME OVERVIEW

The MSc in Global Business and Decision Analysis aims to prepare students with a portfolio of business skills and industry knowledge to meet the challenges in a fast-moving global commercial landscape. The well-designed programme curriculum will not only provide students with comprehensive understanding on various functional areas of global business (including supply chain/operations, logistics, accounting, finance, and other related management areas), but also prepare them with solid training in scientific and analytics tools necessary for managerial decision-making.

2. PROGRAMME AIMS AND FEATURES

The programme will take students who are from diverse backgrounds (business and non-business) but with an enthusiasm and interest to deal with global business. It aims at providing students with a wide range of skills, both quantitative and qualitative ones, and equipping them with qualifications necessary for working in a global business environment.

The features of the programme are:

- (i) Provide students with solid training in strategic thinking and scientific decision-making
- (ii) Provide students with a comprehensive understanding of how operating across borders will impact various business functional areas (including supply chain/operations, logistics, accounting, finance, and other related management areas)

3. PROGRAMME LEARNING OUTCOMES

On completion of the programme, the student is able to:

- i. Develop an understanding of global business

Learning objective: Build comprehensive knowledge frameworks with regard to various global business areas and be able to appreciate contemporary issues in global business.

(Addressed by *LGT5427 Global Business*
LGT5428 International Trade and Logistics Management);

- ii. Apply quantitative methods and emerging analytics tools

Learning objective: Develop fundamental knowledge on both quantitative models and emerging analytics tools.

(Addressed by *LGT5101 Statistics for Management*
LGT5425 Business Analytics
LGT5429 Global Risk and Decision Analysis);

- iii. Demonstrate understanding on the concepts of common decision-making models

Learning objective: Demonstrate the ability to both understand commonly adopted decision-making models and recognise business problems.

(Addressed by *LGT5037 Project Management*
LGT5102 Models for Decision Making
LGT5122 Applications of Decision Making Models);

- iv. Apply decision tools/models to analyse global business problems

Learning objective a: Practise concepts and theories in the use of technological/analytics tools to assist decision-making and deal with business problems in the areas of supply chain, operations, and logistics.

(Addressed by *LGT5034 Global Sourcing and Supply*
LGT5109 International Operations Management
LGT5171 Contemporary Issues in Operations Management);

Learning objective b: Practise concepts and theories in the use of technological/analytics tools to assist decision-making and deal with business problems in the areas of accounting, finance, or other related management.

(Addressed by *AF5104 International Accounting*
AF5108 Accounting for Managers
AF5326 Managerial Finance
AF5362 International Financial Management
MM539 International Management
MM576 Marketing Management);

- v. Practise business ethics

Learning objective: Be attentive and responsive to ethical issues in business

(Addressed by *LGT5427 Global Business*
LGT5034 Global Sourcing and Supply)

4. ENTRANCE REQUIREMENTS

The minimum entrance requirement for this award is:

- (i) A Bachelor's degree or equivalent in any discipline.

If you are not a native speaker of English and your bachelor's degree or equivalent qualification was awarded by an institution at which the medium of instruction is not English, you are expected to fulfil the University's minimum English language requirement for admission. Please refer to the "Admissions Requirements" section of Study@PolyU for details.

5. PROGRAMME STRUCTURE

5.1 Programme Information

Programme Code and Title:

44094 Master of Science in Global Business and Decision Analysis

Award:

Master of Science in Global Business and Decision Analysis

Medium of Instruction:

English

5.2 Credit Requirements

Students are required to obtain the credit requirements specified below for the relevant award:

Award	No. of Credits	No. of Required Subjects
MSc	30	4 Compulsory Subjects + 3 Restricted Elective Subjects + 3 Free Elective Subjects
PgD	18	4 Compulsory Subjects + 2 Restricted Elective Subjects

The programme is leading to the Master of Science in Global Business and Decision Analysis award. Students admitted to the MSc programme may apply for early exit with a Postgraduate Diploma (PgD), subject to meeting the specified credit requirements.

Students who subsequently decide to graduate with a PgD must apply to the Department of Logistics and Maritime Studies by submitting an application for graduation Form AR84c.

5.3 Mode and Normal Duration for Completion of a Programme

The academic year is organized into Semester 1 (13 weeks), Semester 2 (13 weeks) and Summer Term (7 weeks), where appropriate.

Classes will be scheduled on weekday evenings or weekends. Summer Term will be utilized for those who want to spread out more evenly their learning or take advantage of Summer Term to complete the programme within the normal duration of programme but it is not mandatory for students.

Actual number of class meetings may vary in light of certain conditions in the offering semester, such as the arrangement of public holidays; or other pedagogical needs of subject lecturers.

Occasionally, some topics may be delivered in BLOCK MODE of *full-day* attendance for a few consecutive days and/or over the weekends. Students will be notified of the arrangement before subject registration. Block mode is usually arranged to make full use of overseas academic visitors or professionals.

The duration of the programme is as follows:

Programme Code	44094 - BFM		44094 - BPM	
Mode of Attendance	Full time		Part time	
Award	Master of Science (MSc)	Postgraduate Diploma (PgD)	Master of Science (MSc)	Postgraduate Diploma (PgD)
Proposed Normal Duration	1 year	1 year	2.5 years	2.5 years

5.4 Subject Offerings

MSc	PgD
<p style="text-align: center;">Compulsory Subject (4 subject – 12 credits)</p> <p>LGT5427 Global Business LGT5428 International Trade and Logistics Management LGT5102 Models for Decision Making LGT5425 Business Analytics</p>	
<p style="text-align: center;">Restricted Elective Subjects (3 subjects – 9 credits)</p>	<p style="text-align: center;">Restricted Elective Subjects (2 subjects – 6 credit)</p>
<ul style="list-style-type: none"> • <i>Choose at least 1 subject from the focus on Methodology:</i> <p>LGT5037 Project Management LGT5101 Statistics for Management LGT5122 Applications of Decision Making Models LGT5429 Global Risk and Decision Analysis</p> • <i>Choose at least 1 subject from the focus on Supply Chain, Logistics, and Operations:</i> <p>LGT5034 Global Sourcing and Supply LGT5109 International Operations Management LGT5171 Contemporary Issues in Operations Management</p> • <i>Choose at least 1 subject from the focus on Accounting, Finance, Management and Marketing:</i> <p>AF5104 International Accounting AF5108 Accounting for Managers AF5326 Managerial Finance AF5362 International Financial Management MM539 International Management MM576 Marketing Management</p> <p><i>Note: Students may take more restricted elective subjects than necessary, and they will be counted as free electives.</i></p>	
<p style="text-align: center;">Free Elective Subjects (any 3 subjects – 9 credits)</p>	<p style="text-align: center;">Free Elective Subjects (0 subject – 0 credit)</p>
<p>AF5627 Managerial Economics with an Application to China Business LGT5001 Organisational Management in Shipping & Logistics LGT5002 International Logistics Systems, Operations and Management LGT5007 Shipping Economics and Markets LGT5014 Air Transport Logistics and Management LGT5015 Supply Chain Management LGT5067 Intermodal Transport Management LGT5073 Risk Management in Operations LGT5105 Managing Operations Systems LGT5426 Managing Innovation MM5712 Marketing Management in China LGT5419 Coding for Management with Python LGT5415 Research Project in Global Business and Decision Analysis (3-credit project) LGT5202 Project (6 credits)</p>	

Subject to university's minimum enrollment requirement, not all subjects will be offered each year. And, registration is subject to the availability of quota.

Starting from 2006/07, students at MSc level are allowed to choose **at most 1 elective**, equivalent to 3 credits, from the Common Pool to fulfill the elective requirements of the programme. Please visit the website <https://www.polyu.edu.hk/en/fb/study/tpg-landing/common-pool-electives/> for subject lists and subject syllabuses. **Students should strictly comply with the prescriptions of the programme curriculum when performing subject registration. Those who fail to meet the programme requirements will NOT be allowed to graduate.** Credit transfer/exemption will not be granted for subjects chosen from the Common Pool, unless the elective subject concerned falls within the programme curriculum

5.5 Curriculum Map

The institutional learning outcomes are as follows:

- a. **Professional competence of specialists/leaders of a discipline/profession** - Graduates of PolyU TPg programmes will possess in depth-knowledge and skills in their area of study and be able to apply their knowledge and contribute to professional leadership.
- b. **Strategic thinking** - Graduates of PolyU TPg programmes will be able to think holistically and analytically in dealing with complex problems and situations pertinent to their professional practice. They will be versatile problem solvers with good mastery of critical and creative thinking skills, who can generate practical and innovative solutions.
- c. **Lifelong learning capability** - Graduates of PolyU TPg programmes will have an enhanced capability for continual professional development through inquiry and reflection on professional practice.

The above institutional learning outcomes are appropriately addressed by the totality of the programme learning outcomes of the MScGBDA programme, as set out in Section 3 of this document.

6. PROGRAMME MANAGEMENT AND OPERATION

A Programme Committee is formed to exercise the overall academic and operational responsibility for the Programme and its development within policies, procedures and regulations defined by the University. Its composition comprises academics and student representatives.

The Programme Director and/or Deputy Programme Director and/or Programme Manager are responsible for the day-to-day management and operation of the programme, student admissions, teaching and learning matters, quality assurance (QA) and programme development. Their prime role is to ensure the programme is delivered according to the established QA mechanism.

7. COMMUNICATIONS WITH STUDENTS

While we work to communicate clearly and in a timely manner with students according to University regulations and procedures, it is the **responsibility of students** to help maintain the effectiveness of the communication process. **Students should ensure that their up-to-date personal and correspondence details are provided** to the University and the relevant departments (e.g. AR, LMS, subject offering departments, etc); and **check relevant correspondence channels regularly** to obtain the latest information regarding their studies and the status of any related applications (e.g. late assessment, appeal of subject results, add/drop of subjects, deferment, etc) lodged. Failure in doing so will not constitute any grounds for appeals/complaints against consequences/decisions of the relevant matters and applications.

8. SUBJECT REGISTRATION

8.1 Add / Drop of Subjects and Change of Subject Groups

If you wish to make changes to your subject registration, you may do so through the add / drop at eStudent during the 2-week add / drop period (one week for Summer Term). You are advised not to make any changes to the subjects pre-assigned to you by the Department without consulting your Department / Academic Advisor.

In case you wish to drop all the subjects in a semester, you must first seek approval from your Department for zero subject enrolment. (Please refer to Student Handbook section 4I on “Zero Subject Enrolment and Retention of Study Place”.)

Otherwise, you will be considered as having decided to withdraw from study on the programme concerned. Dropping of subjects after the add / drop period is not allowed. If you have a genuine need to do so, it will be handled as withdrawal of subject. (Please refer to section 5G on “Withdrawal of Subjects”.)

8.2 Withdrawal of Subjects

If you have a genuine need to withdraw from a subject after the add / drop period, you should submit an application for withdrawal of subjects to your programme offering department. Such request will first be considered by the subject teacher concerned and followed by the programme director if there are strong justifications and when the tuition fee of the subject concerned has been settled. Deadline for requests for subject withdrawal will be specified by the teaching department and in any case, it will not be entertained after the commencement of the examination period.

For approved cases, the tuition fees paid for the withdrawn subjects will not be refunded. The withdrawn subjects will be shown under the “Assessment Result” of eStudent and in the Transcript of Studies.

8.3 Taking Additional Subjects

Subject to the maximum credits allowed, students can take additional subjects **before** graduation to broaden their perspective. The selection of additional subjects will be done during the last two days of the add / drop period. Any requests for dropping the additional subjects after the add / drop period will be treated as subject withdrawal. All subjects will be included in the calculation of GPA while only those subjects within the programme curriculum requirement, including subjects selected to fulfil the Free Elective requirement, will be counted towards the GPA for award classification.

9. SUBJECT EXEMPTION AND CREDIT TRANSFER

Irrespective of the extent of previous study or credits recognised, all students studying at the University should complete at least one third of the normal credit requirement in order to be eligible for the PolyU award.

If you consider your previous study is relevant to your current programme, you may apply for subject exemption or credit transfer.

Subject Exemption

You may be granted exemption from taking certain subjects if you have successfully completed similar subjects in another programme. The credits associated with the exempted subject will not be counted for satisfying the credit requirements of your programme. You should consult your Department and take another subject in its place.

For application:
eStudent [Application Forms > Applications for Study Related Matters > (AR41e) Subject Exemption]

You will receive notification from the Department concerned normally within 14 working days.

Credit Transfer

You should submit an application for credit transfer upon your initial enrolment on the programme or before the end of the add / drop period of the first semester of your first year of study. Late applications may not be considered. For students whose tuition fees are charged by credits, a credit transfer fee will be charged.

The validity period of subject credits earned is eight years from the year of attainment, i.e. the year in which the subject is completed, unless otherwise specified by the Department responsible for the content of the subject (e.g. the credit was earned in 2018/19, then the validity period should count from 2019 for eight years). Credits earned from previous studies should remain valid at the time when the student applies for transfer of credits.

Subject to the terms and conditions stipulated in the Notice of Offer, there is a limit to the maximum number of credits that can be transferred. If the credits attained from previous study are from PolyU, the total credits transferred should not exceed 67% of the required credits for the award. If the credits gained are from other institutions, the total credits transferred should not exceed 50%. In case where both types of credits are transferred, not more than 50% of the required number of credits for the academic award may be transferred. Grades may or may not be given for the transferred credits.

For application:
eStudent [Application Forms > Applications for Study Related Matters > (AR41c) Credit Transfer]

All credits transferred will be counted for satisfying the award requirements. Transferred credits are normally not counted for meeting the requirements of more than one degree.

Some programmes may accept applicants holding advanced qualifications. If you have an advanced qualification relevant to the programme enrolled, you may be allowed to take fewer credits than what the programme normally requires. However, when you apply for credit transfer, the credits that you are not required to study will also be counted towards the maximum number of transferred credits.

For credit transfer of retaken subjects with grade being carried over, the grade attained in the last attempt should be taken. Students applying for credit transfer for a subject taken in other institutions are required to declare that the subject grade used for claiming credit transfer was attained in the last attempt of the subject in their previous studies. If a student fails in the last attempt of a retaken subject, no credit transfer should be granted, despite the fact that the student may have attained a pass grade for the subject in the earlier attempts.

Students will not be granted credit transfer for a subject which they have attempted and failed in their current study unless the subject was taken by the student as an exchange-out student in his / her current programme.

In case of extenuating circumstances where the application for credit transfer can only be submitted after the first semester of the first year of study, all credit transfers approved will take effect only in the semester for which they are approved. Such students will only be eligible for graduation at the end of that semester, even if the granting of the credit transfer will immediately enable them to satisfy the total credit requirement for the award.

You will receive notification from the Department concerned normally within 14 working days. If you are a credit fee paying student, you will receive a debit note for settling the credit transfer fee, the non-payment of which will nullify the approved credit transfer. A reinstatement fee will be charged if you wish to reinstate the approval for the credit transfer.

10. RETAKING OF FAILED SUBJECTS

Students may only retake a subject which they have failed (i.e. Grade F or S or U). After the announcement of subject results in a semester, you should check whether you have failed any subject via eStudent (please refer to Student Handbook section 6G on "Assessment Results") and arrange for retaking of the subject during subject registration. Retaking of subjects is with the condition that the maximum study load of 21 credits per semester is not exceeded.

The number of retakes of each subject is restricted to **a maximum of two**. The second retake of a failed subject requires the approval of the Faculty / School Board. Students who have failed a compulsory subject after two retakes will be de-registered. Departments may impose more stringent regulations on the retaking of particular types of subjects, e.g. practicum and clinical placement, and should inform students of such cases, if any.

Students can retake a failed subject the first time via eStudent directly during the subject registration period and add/drop period. For a second retake of a failed subject, students should complete form AR160 instead and return it to the programme offering departments to seek approval.

For application, get the form from:	Return it to:
1. AR Website > Students in Taught Programmes > Application Forms 2. Academic Registry Service Centre	Programme offering department
Application period:	
Preferably before the start of a new semester, or before the end of add / drop period of each semester.	

When you retake a failed subject, only the grade obtained in the final attempt of the retake will be included in the calculation of Grade Point Average (GPA) and GPA for award classification. Although the original grade will not be included in the calculation of GPAs, it will be shown in the Transcript of Studies. You should refer to the Programme Requirement Document to ascertain the requirements, in particular for subjects offered in consecutive semesters, for retaking failed subjects, or seek advice from the Department concerned.

Students paying credit fee will be charged for the subjects retaken.

11. ZERO SUBJECT ENROLMENT AND RETENTION OF STUDY PLACE*

If you do not wish to take any subject in a semester, you must seek approval from your department to retain your study place* by submitting your application via eStudent before the start of the semester and in any case not later than the end of the add / drop period. Otherwise, your student status with the University will be withdrawn. Please also refer to Student Handbook section 4L(ii) on “Discontinuation of Study” for further details.

Unless otherwise approved, the semesters during which you are allowed to take zero subject will be counted towards the total period of registration (or maximum period of registration for students admitted in or before 2019/20) for the programme concerned.

For application:
eStudent [Application Forms > Applications for Study Related Matters > (AR112) Retention of Study Place (Zero Subject Enrolment)]

You will receive notification from the Department normally within two weeks. Students who have been approved for zero subject enrolment are allowed to continue using campus facilities including library facilities. A fee of HK\$2,105 per semester for retention of study place will be charged.

12. DEFERMENT OF STUDY

You may apply for deferment of study if you have a genuine need to do so, such as prolonged illness or being posted to work outside Hong Kong. Applications from students who have not yet completed the first year of a full-time programme will be considered only under exceptional circumstances. The deferment period will not be counted towards the total period of registration (or maximum period of registration for students admitted in or before 2019/20).

You are required to submit an application for deferment of study via eStudent to the programme offering department. You will be informed of the result of your application in writing or via e-mail by the Department normally within three weeks from the date of application.

It is necessary for you to settle all the outstanding tuition fees and / or other fees in order to have your application for deferment processed if the application is submitted after the start of a semester. All fees paid are non-refundable and non-transferable. Students approved for deferment of study will normally not be eligible to access the campus facilities / services. Students can check for further details from the relevant service providing units. Alternatively, you may apply for zero subject enrolment to retain your study place.

Students who have been approved for deferment of study can retain their student identity card for use upon their resumption of study. You will be advised to settle the tuition fee and complete the subject registration procedures upon expiry of the deferment period. If you do not receive such notification one week before the commencement of the Semester, you should enquire at the Academic Registry.

For application:
eStudent [Application Forms > Applications for Study Related Matters > (AR7) Deferment of Study] (with supporting documents. Medical certificates are required for application on medical grounds.)
Deadline for application:
Before the commencement of the examination period of the semester concerned.

13. WITHDRAWAL OF STUDY

13.1 Official Withdrawal

If you wish to discontinue your study at the University before completing your programme, it is necessary for you to complete the withdrawal procedure via eStudent. Fees paid for the semester in which you are studying will not be refunded. Applications for withdrawal of study for the current semester must be submitted before the commencement of the examination period. Applications submitted after the commencement of the examination period will not be processed. Applications for withdrawal of study for the following academic year / semester should be submitted before the commencement of that academic year / semester.

Your application will not be processed if you have not cleared outstanding matters with the various departments / offices concerned, such as settling outstanding fees / fines and Library loans and clearing your locker provided by the Student Affairs Office.

The relevant Department will inform you in writing or via e-mail of the result of your application, normally within three weeks after you have cleared all the outstanding items as mentioned above.

Upon confirmation of your official withdrawal, you will be eligible for the refund of the caution money paid if you have no outstanding debts to the University.

All fees paid are non-refundable and non-transferable.

If you discontinue your study at the University without completing proper withdrawal procedures, you will be regarded as having unofficially withdrawn and the caution money paid at first registration will be confiscated.

For application:
eStudent [Application Forms > Applications for Study Related Matters > (AR6) Withdrawal of Study]
Deadline for application:
Before the commencement of the examination period of the semester concerned.

13.2 Discontinuation of Study

If you discontinue your study without following the proper procedures for official withdrawal, you will be regarded as having given up your study at the University. In this case, you will not be eligible for the refund of caution money and shall not be considered for re-admission to the same programme / stream (sub-code) in the following academic year.

13.3 De-registration

Students who have been de-registered on grounds of academic failure shall not be considered for re-admission to the same programme / stream (sub-code) in the following academic year.

14. ASSESSMENT METHOD

Students' performance in a subject can be assessed by continuous assessment and/or examinations, at the discretion of the individual subject offering Department. Where both continuous assessment and examinations are used, the weighting of each in the overall subject grade shall be clearly stated in this document. Learning outcome should be assessed by continuous assessment and/or examination appropriately, in line with the outcome-based approach.

Continuous assessment may include tests, assignments, projects, laboratory work, field exercises, presentations and other forms of classroom participation. Continuous Assessment assignments which involve group work should nevertheless include some individual components therein. The contribution made by each student in continuous assessment involving a group effort shall be determined and assessed separately, and this can result in different grades being awarded to students in the same group.

Assessment methods and parameters of subjects shall be determined by the subject offering Department.

At the beginning of each semester, the subject teacher should inform students of the details of the methods of assessments to be used, within the assessment framework as specified in the definitive programme document.

The University attaches great importance to academic integrity and honesty and upholds high standard in examination and in continuous assessment. In case of proven dishonesty including plagiarism, the penalty is detailed in Student Handbook section 11 on "Regulations and Rules".

15. PASSING A SUBJECT

In order to pass in a subject offered by the School/Departments in the Faculty of Business (i.e. subjects with prefix of AF/LGT/MM/FB), all students have to obtain Grade D or above in the subject.

16. ASSESSMENT OF DISSERTATION/PROJECT

16.1 General Regulations

The dissertation/project is equivalent to 9 and 6 credits respectively; and students must satisfy the appropriate pre-requisites before they can enrol in the dissertation/project.

The dissertation/project will include a "Research Methodology" class, normally before the start of dissertation/project. The normal period for completion is one academic year (two 13-week semesters and 7-week Summer Term). To ensure that students are suitably equipped before the dissertation/project is started, a minimum of 12 credits must have been achieved before registering for the dissertation/project. Students who are unable to pass the subject within the normal period would be deemed having failed the subject. The normal period for dissertation may be extended, subject to the approval of the Dissertation/Project Coordinator and based on the academic judgement of the likelihood of the student succeeding within the time granted for the extension, for a period of one semester every time. When permission is granted to extend the registration, the student will be required to pay a 3-credit course fee for each additional semester.

Break of study is normally not permitted once a student registers for dissertation/project and students are expected to pursue their dissertation/project in consecutive semesters. No re-assessment or retake of the failed dissertation/ project is allowed.

16.2 Procedures for Preparing the Dissertation/Project

Preparatory Phase – to identify a research topic area with matching Dissertation/Project Supervisor, and agree on the research goals and methodology, with plans and schedules, through literature search and active dialogue between student and Supervisor. Student will not proceed to the 2nd phase if the research proposal is not satisfactory.

Research Phase – this is the period for carrying out the actual research work. The student should meet with the Supervisor regularly for guidance and continuous assessment of the progress. When the Supervisor is satisfied that the research goals have been achieved the student can then proceed to the final phase.

Submission of the dissertation/project – this is the writing up of the work according to the standard format.

As a standalone compulsory component not directly assessed, there is a "Research Methodology" class that students taking the dissertation/project must attend, normally before the preparatory phase but can also be taken during the research phase. This taught component serves to introduce tools and techniques useful for doing research and writing up a dissertation/project.

16.3 Assessment of Dissertation/Project

The final project will be assessed by the Supervisor and a moderator. For student who opts for dissertation, an oral examination is also appraised by an Assessment Panel consisting of the Supervisor, the moderator and a 3rd panel member appointed by the Dissertation Coordinator.

The Dissertation Supervisor shall make arrangements on a mutually convenient time and place for an oral examination with presence of assessors after submission of THREE temporary bound copies of the dissertation.

17. GRADING

Assessment grades shall be awarded on a criterion referenced basis. A students' overall performance in a subject shall be graded as follows:

Grade	Grade Point for grades attained from 2020/21
A+	4.3
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
F	0.0

'F' is a subject failure grade, whilst all others ('D' to 'A+') are subject passing grades. No credit will be earned if a subject is failed.

At the end of each semester/term, a Grade Point Average (GPA) will be computed as follows, and based on the grade point of all the subjects:

$$\text{GPA} = \frac{\sum_{n} \text{Subject Grade Point} \times \text{Subject Credit Value}}{\sum_{n} \text{Subject Credit Value}}$$

where n = number of all subjects (inclusive of failed subjects) taken by the student up to and including the latest semester/term. For subjects which have been retaken, only the grade obtained in the final attempt will be included in the GPA calculation.

In addition, the following subjects will be excluded from the GPA calculation:

- (i) Exempted subjects
- (ii) Ungraded subjects
- (iii) Incomplete subjects
- (iv) Subjects for which credit transfer has been approved, but without any grade assigned
- (v) Subjects from which a student has been allowed to withdraw (i.e. those with the code 'W')

Subject which has been given an “S” code, i.e. absent from all assessment components, will be included in the GPA calculation and will be counted as “zero” grade point. GPA is thus the unweighted cumulative average calculated for a student, for all relevant subjects taken from the start of the programme to a particular point of time. GPA is an indicator of overall performance, and ranges from 0.00 to 4.30 from 2020/21.

Any subject passed after the graduation requirement has been met or subjects taken on top of the prescribed credit requirements for award shall not be taken into account in the grade point calculation for award classification.

18. PROGRESSION AND DE-REGISTRATION

A student will normally have “progressing” status unless he / she falls within any one of the following categories, which shall be regarded as grounds for de-registration from the programme:

- (i) the student has reached the final year of the normal period of registration for that programme, as specified in the Programme Requirement Document, unless approval has been given for extension (applicable to students admitted in _____ or _____ after 2020/21); _____ or
- (ii) the student has reached the maximum number of retakes allowed for a failed compulsory subject; or
- (iii) the student’s GPA is lower than 1.70 for two consecutive semesters and his / her Semester GPA in the second semester is also below 1.70; or
- (iv) the student’s GPA is lower than 1.70 for three consecutive semesters.

When a student falls within any of the categories as stipulated above, except for category (i) with approval for extension, the Board of Examiners shall de-register the student from the programme without exception.

Notwithstanding the above, the Board of Examiners will have the discretion to de-register students with extremely poor academic performance before the time frame specified in iii and iv above.

The progression of students to the following academic year will not be affected by the GPA obtained in the Summer Term, unless Summer Term study is mandatory for all students of the programme and constitutes a requirement for graduation and is so specified in the Programme Requirement Document.

19. ACADEMIC PROBATION

The academic probation system is implemented to give prior warning to students who need to make improvement in order to fulfil the GPA requirement of the University. If your GPA is below 1.70, , you will be put on academic probation in the following semester. If you are able to obtain a GPA of 1.70 or above by the end of the probation semester, the status of “academic probation” will be lifted. The status of “academic probation” will be reflected under the “Assessment Results” of eStudent. . However, this status will not be displayed in the transcript of studies.

To improve the academic performance of students on academic probation, students on academic probation are required to seek academic advice on study load and subjects to be taken. These students will normally be required to take a study load of not more than 15 credits. Students should, within one week of assessment results announcement, complete the Form 'Study Load for Students on Academic Probation' (Form AR150) (AR Website > For Students on Taught Programmes > Application Forms) indicating the proposed study plans and meet with the Academic Advisors to finalise the subjects and number of credits to be taken in the semester following academic probation.

For application, get the form from:	Return it to:
1. AR Website > Students in Taught Programmes > Application Forms 2. Academic Registry Service Centre	1. Programme offering department; Or 2. Upload to eStudent > Academic Advising
Application period:	
Within one week of assessment results announcement.	

20. ELIGIBILITY FOR AWARD

A student would be eligible for the award of Master of Science Global Business and Decision Analysis if he/she satisfies all the conditions listed below:

- (i) Accumulation of the requisite number of credits for the award, as defined in this document.
- (ii) Satisfying the residential requirement for at least one-third of the credits normally required for the award, unless the professional bodies stipulate otherwise;
- (iii) satisfying all requirements as defined in the Programme Requirement Document and as specified by the University; and
- (iv) Having a GPA of 1.70 or above at the end of the programme.

A student is required to graduate as soon as he/she satisfies all the above conditions for award. Upon confirmation of the eligibility to graduate or leaving the University, registration for subjects (including the follow-on term of consecutive subjects) in the following semester/ Summer Term will be nullified and removed.

21. AWARD CLASSIFICATIONS

The following award classifications apply to your programme:

Award Classification	GPA
Distinction	3.60 - 4.30
Credit	3.00 - 3.59
Pass	1.70 - 2.99

The above ranges for different classifications are subject to Board of Examiners' individual discussion of marginal cases.

22. RECORDING OF DISCIPLINARY ACTIONS IN STUDENTS' RECORDS

- (i) With effect from Semester One of 2015/16, disciplinary actions against students' misconducts will be recorded in students' records.
- (ii) Students who are found guilty of academic dishonesty will be subject to the penalty of having the subject result concerned disqualified and be given a failure grade with a remark denoting 'Disqualification of result due to academic dishonesty'. The remark will be shown in the students' record as well as the assessment result notification and transcript of studies, until their leaving the University.
- (iii) Students who have committed disciplinary offences (covering both academic and non-academic related matters) will be put on 'disciplinary probation'. The status of 'disciplinary probation' will be shown in the students' record as well as the assessment result notification, transcript of studies and testimonial during the probation period, until their leaving the University. The disciplinary probation is normally one year unless otherwise decided by the Student Discipline Committee.
- (iv) Students who have committed academic dishonesty will be subject to the penalty of the lowering of award classification by one level. The minimum of downgraded overall result will be kept at a Pass.

The University reserves the right to withhold the issuance of an award parchment (or retract an award) or any certificate of study in case a student has unsettled matters with the University, or is subject to disciplinary action.

23. LATE ASSESSMENT

If you have been absent from an examination or are unable to complete all assessment components of a subject because of illness, injury or other unforeseeable reasons, you may apply for a late assessment. Application in writing should be made to the Head of Department offering the subject within five working days from the date of the examination, together with any supporting documents such as a medical certificate. Approval of applications for late assessment and the means for such late assessments shall be given by the Head of Department offering the subject or the Subject Teacher concerned, in consultation with the Programme Director.

In case you are permitted to take a late assessment, that examination or other forms of assessment will be regarded as a first assessment and the actual grade attained will be awarded.

24. **ACADEMIC APPEALS**

Subject Teachers, in respect of the subject they teach, have the sole responsibilities for marking and grading students' coursework and examinations scripts. Subject grades shall be reviewed and finalised by the Subject Assessment Review Panel (SARP) before being formally released to students and submitted to the Board of Examiners (BoE).

The BoE for each programme is responsible for making a decision on the student's classification of award and on cases such as de-registration or those with extenuating circumstances. It is therefore the responsibility of students to make known to Subject Teachers / SARP / BoE / other authorized parties of the University, in advance and through the Department concerned, the factors which they believe have detrimentally and materially affected their assessment results.

i. **Grounds for Appeal**

The following may constitute grounds for a review of the decision:

a) if a candidate has evidence to support that his / her examination performance has been adversely affected by illness or other factors beyond his / her control which he / she was unable or, for valid reasons, unwilling to divulge before the Subject Teacher / SARP / BoE / other authorized parties of the University made their decision and of which they were unaware. The request from the candidate must be supported by medical certificates or other documentary evidence.

b) if there is evidence provided by a candidate or any other person that there has been a material administrative error, or that the examinations were not conducted in accordance with the current regulations for the programme or with the academic regulations of the University, or that there was any manifest inconsistency in marking between different classes of a given programme, or that some other material irregularities had occurred.

A student's disagreement with the marking or with the decision is not in itself an adequate ground for an appeal.

ii. **Procedures for Appeal**

a) **Appeals against Decisions on Subject Results**

Students appealing against the decision on their subject results shall pay a fee of HK\$125 per examination paper. Payment forms are obtainable from the Academic Registry Service Centre. Softcopies of the payment form can also be sent to students via email by their programme offering departments or the Academic Registry upon request. If more than one examination paper is involved, an extra fee of HK\$125 shall be charged for each additional paper. The fee shall be refunded if the appeal is successful / upheld.

A student should make his / her appeal in writing to his / her Head of Department within one calendar week upon the public announcement of his / her overall results, i.e. the date when the results are announced to students via the web. The Head of Department shall deal with the appeal if the student is studying in a department-based programme / scheme. If the student is studying in other types of programmes / schemes, the Head of Department shall refer the appeal to the following authorised person:

- the Programme Leader – for Faculty / School-hosted Undergraduate Programmes; or
- the Scheme Committee Chairman – for Postgraduate Schemes or Faculty / School-hosted Undergraduate Schemes.

The appeal should be accompanied by a copy of the fee receipt, for inspection by the Department concerned. The student should give a complete account of the grounds for the appeal in the letter, and provide any supporting evidence.

Departments should inform the student concerned of the appeal result within one calendar week after either the announcement of the student's overall result or receipt of the letter of appeal, whichever is later.

If the appellant is dissatisfied with the decision, he / she may then appeal in writing to the Registrar within one calendar week from the date of the Department's reply. He / She should provide the following information together with other relevant documents in support of the appeal:

- name in English and Chinese;
- student number;
- programme title, year and class of study;
- subject results appealing against; and
- grounds for appeal.

The Registrar shall then refer the case to the Academic Appeals Committee, which shall determine whether there are *prima facie* grounds for a reconsideration of the decision of the Subject Teacher / SARP concerned.

b) Appeals against Decisions on De-registration

Students appealing against the decisions on de-registration shall pay a fee of HK\$125. Payment forms are obtainable from the Academic Registry Service Centre. Softcopies of the payment form can also be sent to students via email by their programme offering departments or the Academic Registry upon request. The fee shall be refunded if the appeal is successful / upheld.

Students should complete and submit **Form AR149** "Appeal against the Decision of BoE on De-registration" to the General Office of the Department hosting the programme / award (or to the Faculty / School Office if the programme / award is hosted by the Faculty / School) within one calendar week upon the public announcement of the overall results, i.e. the date when the results are announced to students via the web.

When submitting the form, the appellant has the responsibility to make known to the Academic Appeals Committee (AAC) full details and evidence that would support his / her appeal.

The appeal by the students will be considered by the Academic Appeals Committee, which will deliberate the appeal cases making reference to the recommendations of the programme-hosting Department / Faculty and the Faculty Dean / School Board Chairman.

c) Appeals against Decisions on Award Classification

Students appealing against the decisions on award classification shall pay a fee of HK\$125. Payment forms are obtainable from the Academic Registry Service Centre. Softcopies of the payment form can also be sent to students via email by their programme offering departments or the Academic Registry upon request. The fee shall be refunded if the appeal is successful / upheld.

A student should make his / her appeal in writing to his / her Head of Department within one calendar week upon the public announcement of the overall results, i.e. the date when the results are announced to students via the web. He / She should provide the following information together with copies of the assessment result notification and other documentation in support of the appeal:

- (i) name in English and Chinese;
- (ii) student number;
- (iii) programme title, year and class of study; and
- (iv) grounds for appeal.

The Head of Department shall then refer the case to the Chairman of Academic Appeals Committee, who shall determine whether there are *prima facie* grounds for a reconsideration of the decision of BoE's and / or other authorized parties of the University.

iii. Decisions for Appeal

The decisions of the Academic Appeals Committee shall be final within the University.

25. PLAGIARISM AND BIBLIOGRAPHIC REFERENCING

The University and the LMS view plagiarism and copying of copyright materials, without the licence of the copyright owner, as a serious disciplinary offence. Students should comply with the University's policy on plagiarism in continuous assessment, bibliographic referencing and photocopying of copyright materials.

- (i) Plagiarism refers to the act of using the creative works of others (e.g. ideas, words, images or sound, etc) in one's own work without proper acknowledge of the sources.

- (ii) Students are required to submit their original work and avoid any possible suggestion of plagiarism in the work they submit for grading or credit.
- (iii) At the Faculty of Business, for any significant pieces of written assignments or essays in continuous assessment (i.e., counting 15% or more of total assessment) for a subject, students are required to submit their own assignment to *Turnitin*, a plagiarism prevention software built in Blackboard, and to generate an Originality Report. They are required to provide a copy of the Report when handing in their essay.
- (iv) The University/Faculty views plagiarism, whether committed intentionally or because of ignorance or negligence, as a serious disciplinary offence. Excuses such as “not knowing what is required” or “not knowing how to do it” will not be accepted.
- (v) Depending on the seriousness of the plagiarism cases, they may be referred to the Student Discipline Committee for investigation and decision. If a student is found guilty of the alleged offence, penalties considered appropriate by the Committee may be imposed. These may include:
 - suspension of studies for a specified period of time;
 - expulsion for a specified period or indefinitely; and
 - any other penalties as considered appropriate

26. PREVENTION OF BRIBERY ORDINANCE

PolyU staff members may in no circumstances solicit or accept an advantage. For relevant details, please refer to the Prevention of Bribery Ordinance (Chapter 201) of the Laws of Hong Kong at <http://www.legislation.gov.hk>.

27. COPYRIGHT AND USAGE OF ONLINE LEARNING MATERIALS

The learning and teaching platforms of The Hong Kong Polytechnic University (“PolyU”) are for the use of PolyU students to facilitate their learning. The student shall use the platforms and the materials available (including teaching sessions conducted by staff of PolyU) for their personal study only. Where a student needs to download or save the materials available on the platforms for the permitted purposes, the student shall take all necessary measures to prevent their access by other parties. The materials are copyright protected. Save for the permitted purposes, no copying, distribution, transmission or publication of the materials in whole or in part in any form is permitted.

For details of all the regulations covered in this publication, please refer to the Student Handbook of the relevant year.

PART II: SUBJECT SYLLABUSES

Subject Code	Subject	Page No.
<i><u>Logistics and Maritime Studies</u></i>		
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LGT5014	Air Transport Logistics and Management	33
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Website of Common Pool Electives

<https://fb.polyu.edu.hk/study/taught-postgraduate-programmes/common-pool-electives/>

The subject syllabuses contained in this Programme Requirement Document are subject to review and change from time to time. The Faculty of Business / subject offering department(s) reserve(s) the right to revise or withdraw the offer of any subject contained in this document. For teaching and learning, students should refer to the updated subject syllabuses distributed to them by the relevant subject lecturers when they take the corresponding subjects.

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5001
Subject Title	Organisational Management in Shipping & Logistics
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>To provide students with a full understanding of the organisational and human resources management in the context of international shipping and logistics.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)</p> <p>#1: Demonstrate how international shipping functions (Learning objective 1a)</p> <p>#6 Practise business ethics</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Demonstrate relevant professional knowledge and understanding of maritime and logistics organisations, the external environment in which they operate and how they are managed. b. Understand and respond to changes in global business environment with respect to the management issues of globalisation, trade war, organisational structure, cultural diversity, ethics and quality management in the context of international shipping and logistics. c. Analyse the inter-relationships among and the integration of these areas within the overall student learning experience.
Subject Synopsis/ Indicative Syllabus	<p>Logistics organisation structures; Generic organisational choices for logistics; Development of an optimal logistics organisation; Organisational issues in an international shipping and logistics context.</p> <p>Developing strategic alliances, shipping alliances and consortia. International joint venture formation and licensing. Managing diversity in organisations; organisation culture; managing multi-cultural organisations in shipping and logistics; Management of global logistics.</p>

	<p>Organisational issues in managing logistics productivity and performance, Logistics quality process, Third-party logistics, Outsourcing.</p> <p>Regulating regimes in International Shipping; Risk Mitigation, Business Ethics, Security Issues, Corporate responsibilities. Human resources management in context, leadership and customer care.</p>																																																						
<p>Teaching/Learning Methodology</p>	<p>Lectures introduce and explain key theoretical risk-related concepts. Functions on Shipping and Logistics Operations such as Ship Registration, Port State Control, key International Maritime Conventions, IMO and Maritime Security will be introduced to the class during tutorial sessions to foster a better understanding to the organizational management in shipping and logistics.</p> <p>Seminars are highly interactive and include discussions of current / past events, case studies, and student presentations. Students are expected to actively participate in the classes and to share their experience and learn from each other.</p>																																																						
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="491 734 1444 1294"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>1. Coursework</td> <td>50%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> Mini-project</td> <td>40%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td> Presentation</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2. Examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Since the course focuses on the organizational management in shipping and logistics, case analysis and learning from practical, work-based experiences form an important constituent of student assessment. Coursework in the form of mini-project which targets some critical issues in organisational management in context will reinforce theoretical concepts learnt during the lectures and enable their applications in real-life operational situations. Presentation of student projects in the form of seminars will enhance students' communications skills and reinforce their concepts through two-way dialogue and discussions.</p> <p>Final examination is an open-book examination that assesses student's in-depth understanding on the theoretical concepts of the subject and the ability to apply conceptual framework in real business case analysis.</p> <p>Students would be given regular feedback on their performance, by email or as comments on assignments submitted. To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c				1. Coursework	50%							Mini-project	40%	✓	✓	✓				Presentation	10%	✓	✓	✓				2. Examination	50%	✓	✓	✓				Total	100 %						
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2. Examination	50%	✓	✓	✓																																																			
Total	100 %																																																						

Student Study Effort Expected	Class contact:	
	▪ Lectures / Tutorials	39 Hrs.
	Other student study effort:	
	▪ Self study	45 Hrs.
	▪ Coursework	42 Hrs.
	Total student study effort	126 Hrs.
Reading List and References	<p>Shipping and Logistics Management, Lun, Yuen Ha(Venus), Lai, Kee Hung, Cheng, TCE, c2010</p> <p>Maritime Logistics, A Guide to Contemporary Shipping and Port Management, DONG-WOOK SONG, PHOTIS M PANAYIDES, 2nd Edition</p> <p>Rahim, M. Afzalur, Managing conflict in organizations, Transaction Publishers , 2011 , 4th Edition. Managing conflict, Boston, MA : Harvard Business School Press, c2007.</p> <p>Aba-Bulgu,M. and Sardar M.N. Islam, Corporate crisis and risk management : modelling, strategies and SME application. Oxford : Elsevier, 2007.</p> <p>McLean, Hamish, Crisis command : strategies for managing corporate crises, ARK Group , 2009.</p> <p>Richard G. Human Resources, Renckly, Barron's Educational Series, 2011 , 3rd Edition.</p> <p>Deresky, Helen (2008), International management : managing across borders and cultures : text and cases, Upper Saddle River, N.J. : Pearson Prentice Hall (6th edition).</p> <p>Morschett, Dirk, Strategic international management text and cases, Springer e-books, Gabler , 2009.</p> <p>Hogan-Garcia, Mikel (2007), The four skills of cultural diversity competence: a process for understanding and practice, Belmont, CA : Thomson Brooks/Cole. (3rd edition).</p> <p>Joint ventures, mergers and acquisitions, and capital flow, James B. Tobin and Lawrence R. Parker, editors. New York : Nova Science Publishers, 2009.</p> <p><u>Journals:</u></p> <p>Lloyd's List Alphaliner Weekly Newsletter Journal of Business Logistics International Journal of Physical distribution & Logistics Maritime Economics and Logistics Maritime Policy and Management</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5002
Subject Title	International Logistics Systems, Operations and Management
Credit Value	3
Level	5
Normal Duration	1-semester
Exclusion	CSE564 Transportation and Logistics LGT5061 International Logistics Management
Objectives	<p>This subject aims to provide students with an understanding of the growing importance of international logistics systems, operations and management.</p> <p>To familiarize students with the fundamental knowledge and skills of international logistics and how they can be applied to help firms achieve cost and service advantages in the world’s marketplace, by integrating the logistics concept into the business and applying appropriate methods for specific logistics management problems at different international contexts.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)</p> <p>#2 Evaluate international logistics systems, operations and management, provide an insight and understanding of the concepts, theory of international logistics</p> <p>MSc/PgD in Global Supply Chain Management</p> <p>#1 Employ supply chain management (Learning objective 1b) 2 Build up operations and logistics concepts</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Identify and evaluate the elements of an international logistics system; b. Understand the relationships between international logistics management, the international business environment, and the opportunities and challenges for Hong Kong; c. Recognize the complexity of the elements in international logistics system and how they are related to organizational performance; d. Learn the current issues for the design and evaluation of an international logistics system; e. Understand how the elements of an international logistics system should be integrated and coordinated in the most cost effective manner; f. Understand the implication of contemporary technology in the international logistics operations context

	<p>g. Understand social responsibility and ethic in managing international logistics systems and operations.</p>																																																													
<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Environment of a logistics system; Logistics and competitiveness; Globalization and the world economy; International logistics and the opportunities and challenges for Hong Kong; International trade theories and practices; Trading terms and practices; Import/ export issues; Logistics outsourcing and the risks; Logistics information management; IT-enabled logistics and emerging information technologies for logistics, Logistics customer services; Shipping markets and the roles of international shipping; Trends in the shipping industry, Air cargoes and intermodal freight transport; International purchasing and supply; Logistics and maritime security issues; Warehousing management; Reverse logistics and environmental issues; Customer and supplier relationships for international business; Applications of technology in international logistics such as digitalization, artificial intelligence, blockchain, and autonomous ship; Emerging topics and corporate social responsibility issues on international logistics management.</p>																																																													
<p>Teaching/Learning Methodology</p>	<p>The learning outcomes are achieved through a participative approach where students are</p> <ul style="list-style-type: none"> ▪ Encouraged to think of real life examples and discuss their management implications with peers in the class and with the lecturer; ▪ Required to learn from lectures, case analyses, article review, research papers, group discussion, and interactions with the lecturer and among themselves; ▪ Instructed to review current international logistics related articles to enhance their understanding of international logistics systems, operations, and management. <table border="1" data-bbox="456 1274 1441 1453"> <thead> <tr> <th data-bbox="456 1274 764 1346">Teaching/Learning Methodologies</th> <th colspan="7" data-bbox="764 1274 1441 1346">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <td data-bbox="456 1346 764 1379"></td> <td data-bbox="764 1346 876 1379">a</td> <td data-bbox="876 1346 987 1379">b</td> <td data-bbox="987 1346 1099 1379">c</td> <td data-bbox="1099 1346 1211 1379">d</td> <td data-bbox="1211 1346 1323 1379">e</td> <td data-bbox="1323 1346 1434 1379">f</td> <td data-bbox="1434 1346 1441 1379">g</td> </tr> </thead> <tbody> <tr> <td data-bbox="456 1379 764 1413">Lecture</td> <td data-bbox="764 1379 876 1413">✓</td> <td data-bbox="876 1379 987 1413">✓</td> <td data-bbox="987 1379 1099 1413">✓</td> <td data-bbox="1099 1379 1211 1413">✓</td> <td data-bbox="1211 1379 1323 1413">✓</td> <td data-bbox="1323 1379 1434 1413">✓</td> <td data-bbox="1434 1379 1441 1413">✓</td> </tr> <tr> <td data-bbox="456 1413 764 1453">Tutorial</td> <td data-bbox="764 1413 876 1453">✓</td> <td data-bbox="876 1413 987 1453">✓</td> <td data-bbox="987 1413 1099 1453">✓</td> <td data-bbox="1099 1413 1211 1453">✓</td> <td data-bbox="1211 1413 1323 1453">✓</td> <td data-bbox="1323 1413 1434 1453">✓</td> <td data-bbox="1434 1413 1441 1453">✓</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed								a	b	c	d	e	f	g	Lecture	✓	✓	✓	✓	✓	✓	✓	Tutorial	✓	✓	✓	✓	✓	✓	✓																													
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	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The objective of the final examination (50%) is for students to review all concepts covered in the course. There are two parts in coursework:</p> <p>Midterm test (30%) requires students to answer key points from various class topics with the aim for evaluating student learning outcomes on individual basis.</p> <p>Class attendance performance (20%) encourages student participation and contributions to various class activities.</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>	
<p>Student Study Effort Expected</p>	<p>Class contact:</p>	
	<ul style="list-style-type: none"> ▪ Lectures / Tutorials 	<p>39 Hrs.</p>
	<p>Other student study effort:</p>	
	<ul style="list-style-type: none"> ▪ Preparation for coursework activities 	<p>42 Hrs.</p>
	<ul style="list-style-type: none"> ▪ Self-study for course materials 	<p>45 Hrs.</p>
	<p>Total student study effort</p>	<p>126 Hrs.</p>
<p>Reading List and References</p>	<p><i>Recommended reference materials</i></p> <p>United Nations Conference on Trade and Development (UNCTAD), Review of Maritime Transport, United Nations Publication, New York.</p> <p>Lun, Y. H. V. and Lai, K. H. (2010) Shipping and Logistics Management, Springer, UK. (ISBN-978-1-84882-996-1)</p> <p>Lun, Y. H. V., Lai, K. H. and Cheng, T. C. E. (2009) Container Transport Management, Shipping and Transport Logistics Book Series, Inderscience, Geneva, Switzerland. (ISBN 0-907776-40-X)</p> <p>Hill, C. Schilling, M. A., and Jones, G. R., (2016). Strategic Management: An Integrated Approach, 12th Edition, Cengage Publishers. (ISBN 978-1-305-50227-7)</p> <p>Lu, C.S., Wang, Y, H, Yang, C. C, and Lin, C. C. (2019). International Logistics and Supply Chain Management, Tsang Hai Publishing (Taiwan), Chinese Version.</p> <p>Pierre David, and Stewart, Richard, (2010) International Logistics, Cengage Learning.</p> <p>Scholarly Journals: Maritime Business Review, International Journal of Physical Distribution and Logistics Management</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5007
Subject Title	Shipping Economics and Markets
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>To familiarise students with important concepts and principles in shipping economics; to provide students with practical and essential knowledge of shipping markets in an international business environment; to equip students' analytical skills in strategic decision-making; to demonstrate how various models and theories can be applied to specific shipping sectors.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)</p> <p>#3 Resolve economic and financial problems encountered in international shipping (Learning objective 3a)</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> Demonstrate knowledge and understanding of concepts and theories in shipping economics and markets. Demonstrate knowledge and understanding of the procedures and common problems in shipping management and daily shipping operation. Demonstrate abilities and skills in solving common problems encountered in shipping management.
Subject Synopsis/ Indicative Syllabus	<p>A brief introduction of shipping history, maritime economics and shipping market; Theory of demand and its application in shipping market; The supply of shipping firms and market supply; Market equilibrium and evolution; Market structure and firm competition; Decision-making under uncertainty; Freight market economics and evolution; Relationship between different market segments in shipping industry; Decision-making on ship investment; Economics of ship chartering; Liner shipping, Externality in shipping; Emission reduction in international shipping;.</p>

<p>Teaching/Learning Methodology</p>	<p>Lectures will be used for introducing the concept, and tutorials will be conducted for case studies and discussion.</p> <table border="1" data-bbox="541 297 1251 479"> <thead> <tr> <th>Teaching/Learning Methodologies</th> <th colspan="3">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <td></td> <th>a</th> <th>b</th> <th>c</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Tutorial</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table>							Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed				a	b	c	Lecture	✓	✓	✓	Tutorial	✓	✓	✓																	
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<p>Student Study Effort Expected</p>	<p>Class contact:</p> <ul style="list-style-type: none"> ▪ Lectures / Tutorials <p>Other student study effort:</p> <ul style="list-style-type: none"> ▪ Term project <p>Total student study effort</p>						<p>39 Hrs.</p> <p>87 Hrs.</p> <p>126 Hrs.</p>																																	
<p>Reading List and References</p>	<p>References</p> <p>Stopford, M. (2009) <i>Maritime Economics</i>, 3rd Ed., Routledge, London.</p> <p>Wayne K. Talley (2011). <i>The Blackwell companion to Maritime Economics</i>. Wiley-Blackwell, ISBN 978-1-4443-3024-3</p> <p>Alderton, P.M. (2004) <i>Sea Transport: Operation and Economics</i>, Thomas Reed, East Molesey.</p> <p>Berenson, M and Levine , M (2008) <i>Basic Business Statistics: Concepts and Application</i>, 11th Ed, Pearson</p> <p>Branch, A.E. (2007) <i>Elements of Shipping</i>, 8th Ed., London; New York: Routledge.</p> <p>Button, K. (2010) <i>Transport Economics</i>, 3rd Ed., Cheltenham: Edward Elgar.</p> <p>McConville, J. (1999) <i>Economics of Maritime Transport: Theory and Practice</i>, Witherby, London.</p>																																							

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5014
Subject Title	Air Transport Logistics and Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite	Nil
Objectives	<p>To provide students with an insight and understanding of the economic principles and key issues in the logistics operation and management of air transport.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)</p> <p>#2 Evaluate international logistics systems, operations and management, provide an insight and understanding of the concepts, theory of international logistics</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Appreciate the dynamic nature of the air transport logistic industry. b. Understand the basics of aviation economics, including impacts of the external forces (economic, geographic, demographic, legal, political, environmental and technological), and the internal forces (economic, competitive, operational) on the air transport logistics business. c. Use data to conduct cost-benefit analysis and model demand in air transport markets. d. Understand the basics of air cargo operation and airport operation. e. Understand the implication and application of artificial intelligence in air transport.
Subject Synopsis/ Indicative Syllabus	<p>The following topics will be covered in various extents and forms. The instructor may change the order and weights of these topics wherever fits.</p> <ul style="list-style-type: none"> • Economic impacts and current issues in the air transport industry • Influential factors of aviation markets • Air transport demand • Costs and production of air transport services • Intermodal issues in the air transport industry • Air cargo operation • Air freight forwarding / Express business model

	<ul style="list-style-type: none"> • Airport operation • Low-cost carriers • Applications of artificial intelligence in air transport 																																						
<p>Teaching/Learning Methodology</p>	<p>Lectures will be used to present the theoretical foundations and how alternative skills can be applied to particular cases. Mini cases shall be used to give the students an updated view on the industry practices. Students are required to use the knowledge and methodology learned in this course to conduct projects which are related to some important issues in the aviation industry.</p>																																						
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="494 705 1444 1064"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th></th> </tr> </thead> <tbody> <tr> <td>Coursework</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e		Coursework	50%	✓	✓	✓	✓			Examination	50%	✓	✓	✓	✓	✓		Total	100 %						
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	<p>Morrell, P. (2019), <i>Moving Boxes by Air: The Economics of International Air cargo</i>, 2nd edition, Abingdon, Oxon : Routledge</p> <p>Oum, T.H, and Yu, C. (1998) <i>Winning Airlines: Productivity and Cost Competitiveness of the World's Major Airlines</i>, Kluwer Academic, Boston.</p> <p>Oum, T.H., Park, J. H. and Zhang, A. (2000), <i>Globalization and Strategic Alliances: The Case of the Airline Industry</i>, Pergamon for Elsevier Science.</p> <p>Vasigh, B., Fleming, K. and Tacker, T. (2008), <i>Introduction to Air Transport Economics</i>, Ashgate</p> <p>Wensveen, J. G. (2011). <i>Air Transportation: A Management Perspective</i> (7th ed.), Ashgate.</p> <p>Journals Air Cargo News Airline Business Aviation Strategy Flight International Aviation Economics Journal of Air Transport Management</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5015
Subject Title	Supply Chain Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>This course discusses the concepts, theory, models, tools, and the best practices of modern supply chain management (SCM) to help students:</p> <ul style="list-style-type: none"> ▪ understand the strategic importance of SCM in improving a firm's competitive position in the marketplace with consideration of the fast-evolving economic, policy, and regulatory requirements for international trade and logistics;; ▪ understand the key characteristics of successful supply chains and how they differ from the traditional approaches; ▪ gain insights into issues involved in the design, planning, and deployment of a supply chain; ▪ understand the design of international logistics networks and distribution strategies ▪ understand the impact of SCM principle on a firm's overall strategy, in particular, the impact on a firm's marketing strategy; ▪ understand the supply chain management development in the internet plus time; ▪ develop fundamental data science skills for analyzing and managing a supply chain in an organization. <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)</p> <p>#2 Evaluate international logistics systems, operations and management, provide an insight and understanding of the concepts, theory of international logistics</p> <p>MSc/PgD in Global Supply Chain Management</p> <p>#1 Employ supply chain management (Learning objective 1a) #5 Practice business ethics</p>

<p>Intended Learning Outcomes</p>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. evaluate the impact of supply chain and international logistics activities on the financial performance of a firm b. identify and assess the inter-actions of inventory, time, information, and financial factors in a supply chain context c. understand basic data science and modelling approaches for supply chain design, coordination and optimization d. recognize and understand the importance of the multi-organizational nature of supply chain management e. recognize and understand the importance of logistics network design and distribution strategies and the corresponding multi-modal transportation arrangements that are essential to contemporary shipping and logistics f. recognize and understand some key issues in supply chain management and the possible approaches that can be used to tackle these issues g. understand the ethical issues in the global supply chain management
<p>Subject Synopsis/ Indicative Syllabus</p>	<ul style="list-style-type: none"> ▪ Logistics, supply chain, and competitive advantages ▪ The role of inventory in supply chains and basic methodologies for inventory management ▪ Uncertainty and risk, and how to deal with them through good inventory management approaches ▪ Value of information and information sharing in supply chains ▪ Distribution strategies ▪ Supply chain coordination and strategic alliance ▪ Procurement and outsourcing ▪ Supply chain integration ▪ Ethical issues in supply chain and logistics operations
<p>Teaching/Learning Methodology</p>	<p>Lectures to introduce concepts, theories, management issues, and methodologies.</p> <p>Case studies and/or group projects: make connections of the contents from the lectures with real business practices so as to deepen the understanding of the concepts, theories, and issues of supply chain management.</p> <p>In-class exercises and take-home assignments: help students to grasp some of the key methodologies and tools; practice some basic analysis skills and access their understanding of some basic concepts and analysis skills.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b	c	d	e	f
	1. Coursework*	50 %	✓	✓	✓	✓	✓	✓
	2. Examination	50 %	✓	✓	✓		✓	✓
	Total	100 %						
<p>*Coursework may include case studies, group projects, individual assignments, and class participation</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>								
Student Study Effort Expected	Class contact:							
	▪ Lectures / Tutorials		39 Hrs.					
	Other student study effort:							
	▪ Readings / Homework / Projects / Case studies		87 Hrs.					
	Total student study effort		126 Hrs.					
Reading List and References	<p>Simchi-Levi, Kaminsky and Simchi-Levi, <i>Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies</i>, 3rd Edition, McGraw-Hill, 2008.</p> <p>Cachon and Terwiesch, <i>Matching Supply with Demand: An Introduction to Operations Management</i>, 4th Edition, McGraw-Hill Education, 2019.</p> <p>Chopra, <i>Supply Chain Management: Strategy, Planning, and Operation</i>, 7th Edition, Pearson, 2019.</p>							

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5034
Subject Title	Global Sourcing and Supply
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>This subject examines global sourcing decisions and development of supply strategy and network of firms in their integration of international value chains in changing business environments.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc/PgD in Global Supply Chain Management</p> <p>#1 Employ supply chain management (Learning objective 1b)</p> <p>#3 Manage global sourcing and procurement</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. outline the internationalization strategies of firms in changing global business environments, b. examine international purchasing & supply decisions and development of global sourcing, c. evaluate global sourcing functions in context of integrated international value chains, d. develop global sourcing organization and strategies for effective supply chain process management, e. understand the best practices and contemporary issues of global sourcing and supply f. analyses big data for global sourcing and supply g. employ entrepreneurial concepts as a strategy in global sourcing and supply
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> ● Global business environments and internationalization strategies of firms ● Role of government, regional economies and business-government relationships ● International competitiveness of firms, industries and nations ● International purchasing and governance of transactions ● Foreign exchange risks in international business operations

	<ul style="list-style-type: none"> ● Development of global supply chains and sourcing strategies of firms ● International R & D, technology and business network development ● Supplier development in foreign markets ● Logistics management for global supply ● Integration of international value-chain functions ● Structural and cultural control in global business ● Global sourcing for effective supply chain management ● Best (relevant) practices of global sourcing and supply management ● Contemporary issues of global sourcing and supply management ● Leadership in making changes in relation to sourcing activities ● Big data analytics for global sourcing and procurement ● Entrepreneurial concepts as a strategy in global sourcing and supply 																																											
<p>Teaching/Learning Methodology</p>	<p>Lectures and discussion are used to introduce to students the concept, theory and applications of the topics. Students need to participate in class, seminar like discussion of selected topics / cases in detail and exploring context-specific issues. Students are encouraged to take an active role in all seminar discussions (and to some extent, the lectures!).</p>																																											
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="491 967 1439 1357"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="7">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th>f</th> <th>g</th> </tr> </thead> <tbody> <tr> <td>1. Coursework</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. Final examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Assessment: The assessment will be based on two components:</p> <p>a) A three-hour examination will contribute to a weight of 50% in the course. The objective of the examination is for students to review all concepts covered in the course one last time.</p> <p>b) Class discussion of cases, participation and presentation will in total contribute to a weight of the remaining 50% in the course.</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							a	b	c	d	e	f	g	1. Coursework	50%	✓	✓	✓	✓	✓	✓	✓	2. Final examination	50%	✓	✓	✓	✓	✓	✓	✓	Total	100 %							
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2. Final examination	50%	✓	✓	✓	✓	✓	✓	✓																																				
Total	100 %																																											

Student Study Effort Expected	Class contact:	
	▪ Lectures / Tutorials	39 Hrs.
	Other student study effort:	
	▪ Private studies, group presentation and individual written assignment	87 Hrs.
	Total student study effort	126 Hrs.
Reading List and References	<ol style="list-style-type: none"> 1. Weele, Arjan J. Van (2014), <u>Purchasing & Supply Chain Management</u>, Cengage Learning. 2. Fred Sollish & John Semanik (2011), <u>Strategic Global Sourcing Best Practices</u>, Wiley. 3. Robert J. Trent (2007), <u>Strategic Supply Management, Creating the Next Source of Competitive Advantage</u>, J. Ross Publishing. 4. Branch, A.E. (2009), <u>Global Supply Chain Management and International Logistics</u>, Routledge. 5. Cheng, L.K. and Kierzkowski, H. (Eds) (2001), <u>Global Production and Trade in East Asia</u>, Kluwer. 6. Cattaneo, O., Gereffi, G. and Staritz, C. (Eds.) (2010), <u>Global Value Chains in a Postcrisis World</u>, The World Bank. 7. Daniels, J.D., Radebaugh, L.H. and Sullivan, D.P. (2011), <u>International Business</u>, Pearson. 8. Dicken, P. (2007), <u>Global Shift: Mapping the Changing Contours of the World Economy</u>, Guilford Press. 9. Kotabe, M. and Helsen, K. (2010), <u>Global Marketing Management</u>, Wiley. 10. Lane, C. and Probert, J. (2009), <u>National Capitalisms, Global Production Networks</u>, Oxford University Press. 11. Trent, R.J. and Roberts, L.R. (2010), <u>Managing Global Supply Chain and Risk</u>, J.Ross. 12. Burt, David N., Dobler, Donald W., and Starling, Stephen L. (2004), <u>World Class Management, the Key to Supply Chain</u>, Mc Graw Hill. 	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5037
Subject Title	Project Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>To provide the students a comprehensive overview and the fundamental concepts of project management, and an understanding on how project management can be used as a strategic tool to deliver business performance for organizations.</p> <p>To provide the students key components of project management, and practical methodologies in managing projects of different natures.</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Obtain the fundamental principles, concepts and techniques in project management. b. Understand modern project management trend and methods. c. Apply project management methodologies and techniques in enhancing business performance for organizations. d. Recognize issues in a realistic project scenario. e. Identify and use key performance metrics for measuring project success.
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> ▪ Definition and characteristics of a project, project success criteria, project life cycle, project management trade-off, and corporate social responsibility in project management ▪ Project selection, and project portfolio evaluation ▪ Project defining, project budgeting, and Work Breakdown Structure (WBS) ▪ Project planning, project network, critical path method (CPM), and Gantt charts ▪ Resource management ▪ Risk management, PERT, and critical chain project management (CCPM) ▪ Cost and time management ▪ Project monitoring and control

	<ul style="list-style-type: none"> ▪ Project closure ▪ Managing project team, stakeholder analysis, effective project communication, and ethical issues in project management ▪ Project management software tools 																																						
Teaching/Learning Methodology	<p>Lectures are designed to provide a basic grounding in principles, concepts and techniques in project management.</p> <p>Tutorials provide the environment and means for student-centered learning, in the form of class discussions, case analyses, problem exercises, simulation games, group project, and experience sharing.</p>																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th></th> </tr> </thead> <tbody> <tr> <td>1.Continuous assessment</td> <td>50%</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td></td> </tr> <tr> <td>2. Final examination</td> <td>50%</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Continuous assessment consists of course project and homework assignment, which can assess the students’ understanding in theories, techniques and principles, evaluate their ability to apply project management methodologies/techniques and their ability to recognize and solve problems in real business environment.</p> <p>Final examination will assess the students’ understanding in theories and principles, evaluate their ability to apply methods and techniques independently.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e		1.Continuous assessment	50%	√	√	√	√	√		2. Final examination	50%	√	√	√	√	√		Total	100 %						
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	Larson, E.W. and Gray, C.F. (2017), Project Management: the Managerial Process. 7 th Edition. McGraw-Hill.																																						

Reading List and References	<p>Brown, K.A. and Hyer, N.L. (2010), <i>Managing Projects: A Team-Based Approach</i>. McGraw-Hill.</p> <p>PMI. (2017), <i>A Guide to the Project Management Body of Knowledge (PMBOK Guide)</i>. 6th Edition. Newton Square, PA, USA.</p> <p>Snyder, C. (2016), <i>Microsoft Project 2016 for Dummies</i>. Wiley.</p> <p>Klasterin, T. (2011), <i>Project Management, Tools and Trade-offs</i>. 1st Edition. Pearson Learning Solutions.</p> <p>Goldratt, E.M. (2002), <i>Critical Chain</i>. 1st Edition. The North River Press, Great Barrington, MA, USA.</p> <p>Meredith, J.R. and Mantel, S. (2011), <i>Project Management: a Managerial Approach</i>. 8th Edition. John Wiley & Sons, Inc.</p> <p>Thomke, S. (2007), <i>Managing Product and Service Development: Text and Cases</i>. McGraw-Hill.</p> <p>Lister, A. (2005), <i>Project Planning and Control</i>. Elsevier Ltd.</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5067
Subject Title	Intermodal Transport Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>This course help students understand</p> <ul style="list-style-type: none"> • the methods and tools for depicting and designing effective intermodal transport chains • the evolution of supply chain, impact of ecommerce, globalization and other factors and trends on the intermodal transport • the operations of intermodal transport and various concepts of freight transport chains • the containerization and different intermodal transport equipment in intermodal transport • the economic, political, regulatory, infrastructure and technological barriers to the adoption of intermodal transport and solutions • latest strategies and case studies of intermodal transport in different industries and continents
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. demonstrate relevant knowledge and understanding of the concepts of intermodal transport and the business environment in which they operated; b. understand the current developments of relevant economic, political, regulatory, infrastructure and technological issues in relation to the operations and management of intermodal transport; c. design and evaluate intermodalism in an integrated form which reflects sound business practices; d. understand the use of different load units, handling equipment and transport modes in intermodal transport.
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> • Introduction of the freight transport services • Transportation modes, modal competition and modal shift

	<ul style="list-style-type: none"> • Concepts of freight transport chains, including multimodal, intermodal, combined modal, co-modal, synchronomodal transport • Depicting the performance of intermodal transport • Concepts of fitness and friction • Intermodal transport and containerization • Intermodal transport equipment • Design of intermodal transport networks • Challenges to the adoption of intermodal transport • Modifying the supply chain to suit intermodal transport • Modelling of intermodal system 																																						
<p>Teaching/Learning Methodology</p>	<p>Lectures supplemented by class activities such as tutorials, seminar, case discussion, and presentations. In the lectures the general principles of the syllabus will be presented and developed. Students are expected to take an active part in the learning processes.</p>																																						
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<p>Reading List and References</p>	<p><i>Recommended textbooks</i></p> <p>Reis, Vasco, Macario, Rosario, <i>Intermodal Freight Transportation</i>, Elsevier, San Diego, 2019</p> <p>Monios, Jason, Bergqvist, Rickard, <i>Intermodal Freight Transport and Logistics</i>, CRC Press, London, 2017</p>																																						

	<p><i>References</i></p> <p>Rodrigue, Jean-Paul, Fifth Edition, <i>The Geography of Transport Systems</i>, Routledge, New York, 2020</p> <p>Rodrigue, Jean-Paul, <i>Port Economics, Management and Policy</i>, Routledge, New York, 2021</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5073
Subject Title	Risk Management in Operations
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite / Co-requisite/ Exclusion	None ISE548 Risk and Crisis Management
Objectives	<p>This subject seeks to develop the knowledge and analytical/practical skills necessary in organizations, with strong emphasis on operations management and quality management, for making risk management decisions to ensure business continuity through the application of the principles and practices of the full spectrum of entire risk management programme, covering risk management, business continuity (contingency) planning and crisis management.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Analyze the inherent risks in businesses and operations by applying the correct and basic principles and fundamental understanding of risk and risk management. b. Comprehend the logical and sequential approach of risk management comprising identification, assessment (analysis and measurement), selection of risk management strategies, implement appropriate risk management solutions and actions, and finally measure and evaluate risk management performances. c. Use the correct risk management concepts to devise appropriate strategies and tactics for risk management, business continuity (contingency) plans, and crisis management plan. d. Be familiar with risk management in operations to a level that is adequate for continued self-enhancement of knowledge and practical applications of risk management, business continuity (contingency) planning and crisis management.

	<p>e. Explore and understand how emerging technologies (for examples, artificial intelligence, blockchain, cloud computing etc.) lead to emerging risks, crises and disruptive events that cause negative and positive impacts on business objectives, and how the emerging risks, crises and disruptive events are managed by risk management, business continuity (contingency) planning and crisis management respectively.</p>
<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Introduction and Understanding the Correct Principles and Concepts of Risks: origin of risk, definition of risk, elements of risk, risk and uncertainty, risk perception, risk exposure, risk response, classification of risk, sources of risk, causes of risk, typical organizational risks in businesses and operations, and supply chain risks.</p> <p>Fundamental of Risk Management: development of risk management, understanding of risk management, contributions of risk management, roles and responsibilities for risk management, and enterprise of risk management.</p> <p>Risk Management Process for Negative Risks: the logical and sequential steps of risk management process covering determination of risk management objectives (aligns with corporate objective), identification of all potential and inherent risks, assessment and evaluation of risks (including risk analysis, risk measurement and the use of risk matrix), selection of risk management strategies, identification of risk management actions (the logical steps to identify risk problems and root causes (risk factors and hazards) on the basis to determine the risk management actions), implementation of risk management actions, and finally the performance measurement of the effectiveness and efficiency of risk management actions.</p> <p>Risk Management Strategies and Techniques: risk management strategies for negative and positive risks, the corresponding techniques to manage negative risks, and the use of derivatives to hedge and manage speculative risks.</p> <p>Business Continuity (Contingency) Planning and Crisis Management: the extension of the entire risk management programme to cover business continuity (contingency) planning and crisis management, the understanding, basis and purposes of business continuity (contingency) planning and crisis management, and the details of preparing and implementing business continuity (contingency) planning and crisis management.</p> <p>Risk Culture: national culture and organizational culture, chain effect of culture, overview of organizational culture and its determinants, risk and organizational culture, risk culture, and revisit of risk perception and risk attitude.</p> <p>Supply Chain Risk and Risk Management: fundamental of supply chain risks, overview and understanding of supply chain risk management, and supply chain risk management process.</p> <p>Entire Risk Management Programme and Emerging Technologies: negative and positive risks (technology risks) arising from emerging technologies (for examples, artificial intelligence, blockchain, cloud computing etc.) Business continuity (contingency) planning and crisis management to manage disruptive event and social media crisis respectively arising from emerging technologies.</p>
<p>Teaching/Learning Methodology</p>	<p>Lecture: Learn academic concepts and practical techniques/methods of the entire risk management programme aims at allowing students to acquire the correct understanding of the principles and concepts of risk and risk management, and then putting and applying the academic concepts and practical applications of risk management, business continuity (contingency) and crisis management approaches, techniques and methods into contexts.</p> <p>Coursework and final examination: Learn to practically apply risk management, business continuity (contingency) and crisis management approaches, techniques and methods, and to study selected topics in-depth.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c	d	e
	Coursework	50%	✓	✓	✓	✓	✓
	Final Examination	50%	✓	✓	✓	✓	✓
	Total	100 %					
<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Since the course focuses on risk management in operations, case analysis and learning from practical and work-based experiences forms an important constituent of students' learning and assessment.</p> <p>The coursework assesses the abilities of students to understand, comprehend and apply the knowledge and skills in risk management, together with business continuity (contingency) planning and crisis management, to reinforce and apply the academic principles/concepts and practical applications learnt during the lectures that enable their applications in real-life operational and commercial situations.</p> <p>The final examination tests the abilities of the students to understand and comprehend all basic concepts, knowledge, techniques and methods of risk management, business continuity (contingency) planning and crisis management; and also their abilities of the students to apply all basic skills to resolve the case analysis and problems in risk management, business continuity (contingency) planning and crisis management.</p> <p>Not less than 10% of the course grade will be assigned to assess the learning outcome item (e) in the coursework or one examination question in the final examination (to be decided by the subject lecturer).</p>							
Student Study Effort Expected	Class contact:						
	Lectures / tutorials (if any)						39 hrs.
	Other student study effort:						
	Self-study for preparing lectures, tutorials (if any) and final examination						45 hrs.
	Preparation of coursework						42 hrs.
	Total student study effort						126 hrs.
Reading List and References	<p><u>Recommended Reference Books:</u></p> <ul style="list-style-type: none"> • Blunden, T & Thirlwell, J. (2010). <i>Mastering operational risk</i>. Harlow, England, New York: Financial Times Prentice Hall. • Devlin, E.S. (2007) <i>Crisis management planning and execution</i>. Boca Raton, FL: Auerbach Publications, c2007. • Haimes, Y. Y. (2004) <i>Risk Modeling, Assessment and Management</i>. New York: Wiley. 						

	<ul style="list-style-type: none">• Handfield, R.B. & McCormack, K. (ed.) (2008) <i>Supply chain risk management: Minimizing disruptions in global sourcing</i>. Boca Raton, Fla.: Auerbach Publications.• Hubbard, D.W. (2009) <i>The failure of risk management: Why it's broken and how to fix it</i>. Hoboken, N.J.: J. Wiley & Sons.• Oliver, E.C. (2011). Catastrophic disaster planning and response [electronic resource]. Boca Raton: CRC Press.• Trim, P.R.J. & Caravelli, J. (ed.) (2009). <i>Strategizing resilience and reducing vulnerability</i>. New York: Nova Science Publishers. <p><u>Recommended Journals:</u></p> <ul style="list-style-type: none">• International Journal of Risk Assessment and Management• Journal of Risk and Financial Management• Risk Management in Financial Institutions• Journal of Business Continuity & Emergency Planning• Institute of Risk Management (IRM)• The Public Risk Management Association, US (PRIMA)• The Public Risk Management Association, UK (ALARM)• Association of Insurance and Risk Managers <p><u>Recommended International Standard:</u></p> <p>ISO3100 (2018) Risk Management</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5101
Subject Title	Statistics for Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<ul style="list-style-type: none">▪ To introduce students to statistics as a tool for data preparation and analysis.▪ To impart on students the concepts, theories and techniques of a variety of statistical methods.▪ To develop students' ability and confidence in the use of statistics for preparing and analyzing data to support management decision making.
Intended Learning Outcomes	Upon completion of the subject, students will be able to: <ol style="list-style-type: none">a. Able to use statistics for preparing and analyzing data to support management decision makingb. Understand the concepts, theories and techniques of a variety of managerial statistics

<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Data Representation Frequency distribution; histogram; other graphical methods.</p> <p>Statistical Measures Measures of central tendency; measures of variability; measures of shape.</p> <p>Probability Concepts Sample space; simple and compound events; probability laws; random variables.</p> <p>Statistical Distributions Discrete distribution; Continuous distribution; Binomial, Normal and other distributions and their characteristics.</p> <p>Sampling Theory Sampling distributions; central limit theorem.</p> <p>Estimation Point and interval estimates; confidence intervals; significance level.</p> <p>Tests of Hypothesis Null and alternative hypotheses; sample size; type I and type II errors. Inference about a population; Inference about comparing two populations; T-test.</p> <p>Analysis of Variance One-way analysis of variance</p> <p>Linear Regression and Correlation Least squares method; coefficient of correlation.</p> <p>Multiple Regression Applications of multiple regression equation; inferences about parameters.</p>
<p>Teaching/Learning Methodology</p>	<p>Concepts and techniques will be introduced through lectures. Students are required to apply the knowledge and skills to solve various applied statistical problems in the form of exercise and case study. The use of relevant software such as Excel, STATA, and Python will be introduced and encouraged.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b			
	Continuous Assessment	50 %	✓	✓			
	Examination	50 %	✓	✓			
	Total	100 %					
<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Students need to do a group case study, testing whether they know how to apply the theories learnt to some real life situations. Mid-term test and examination are also required to test their understanding and familiarity with the knowledge.</p>							
Student Study Effort Expected	Class contact:						
	▪ Lectures / Tutorials		39 Hrs.				
	Other student study effort:						
	▪ Reading and doing exercises		87 Hrs.				
	Total student study effort		126 Hrs.				

Reading List and References	<p>OpenIntro Statistics 3rd Edition (https://www.google.com.hk/?gws_rd=ssl#q=OpenIntro+Statistics+(Third+Edition))</p> <p>Statistics. Penn State Online. (https://onlinecourses.science.psu.edu/statprogram/programs)</p> <p>Levine, D.M., Stephan, D.F. and Szabat, K.A., <i>Statistics for Managers Using Microsoft Excel</i>, 9th edition, Pearson, 2020.</p> <p>McClave, J. T., Benson, P. G. and Sincich, T.T., <i>Statistics for Business and Economics</i>, 14th edition, Pearson, 2019.</p> <p>Gerald, K., <i>Managerial Statistics: abbreviated</i>, 9th edition, Australia: South-Western, 2012.</p> <p>Hair, J.F. <i>et al.</i>, <i>Multivariate Data Analysis</i>, 7th edition, Pearson, 2006.</p> <p>Journal of the American Statistical Association</p> <p>Journal of the Royal Statistical Society</p> <p>The Statistician</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5102
Subject Title	Models for Decision Making
Credit Value	3
Level	5
Normal Duration	1-semester
Exclusion	MGT532 Deterministic Operations Research
Objectives	<ul style="list-style-type: none"> ▪ To introduce students to the methodology of management science as a scientific approach to managerial decision making. ▪ To impart on students the concepts, theories and techniques of a variety of management science methods. ▪ To develop students' ability and confidence in the use of management science methods for solving management decision problems. <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Understand the methodology of management science as a scientific approach to turn data into insight for managerial decision making. b. Understand the concepts, theories and techniques of a variety of management science methods. c. Develop the ability and confidence in the use of management science methods for solving management decision problems.
Subject Synopsis/ Indicative Syllabus	<p>Introduction Applications and impact; history; rise of business analytics; management science modeling approach; useful spreadsheet tools.</p> <p>Linear Programming Formulation; graphical solution; simplex algorithm; sensitivity analysis; applications.</p> <p>Integer Programming Formulation; Branch and Bound method; applications.</p> <p>Network Models Transportation and assignment application; network flow problems.</p> <p>Queueing models Examples of queueing systems; simulation example; performance measures; Little's law; single/multiple servers models; priority models; economic analysis.</p>

	<p>Dynamic Programming Resource allocation problems; inventory problems; formulation; applications.</p> <p>Spreadsheet modeling in practice Process of spreadsheet modeling; guidelines for good spreadsheet model; methods for testing spreadsheet models.</p> <p>Case Study Application of management science models in real-life managerial decision making.</p>																																																														
<p>Teaching/Learning Methodology</p>	<p>Concepts and techniques will be introduced through lectures. Students are required to apply the knowledge and skills to analyse and solve various realistic management science problems in the form of case study. The use of relevant computer package will be encouraged.</p>																																																														
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="491 813 1445 1514"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Continuous Assessment*</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Attendance and class participation</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2. Assignment, quiz, case study, etc.</td> <td>20 %</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>3. Term project</td> <td>30%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4. Comprehensive test</td> <td>40 %</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Coursework includes homework assignments, class participation, test(s), term project/group case study, etc. Through term project, students learn to apply the theories to some real life situations. Examination are also required to test their understanding and familiarity with the knowledge.</p> <p>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c				Continuous Assessment*	100 %							1. Attendance and class participation	10%	✓	✓	✓				2. Assignment, quiz, case study, etc.	20 %	✓	✓	✓				3. Term project	30%	✓	✓	✓				4. Comprehensive test	40 %	✓	✓	✓				Total	100 %						
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Total	100 %																																																														

Student Study Effort Expected	Class contact:	
	▪ Lectures / Tutorials	39 Hrs.
	Other student study effort:	
	▪ Revision, doing exercises and cases	87 Hrs.
	Total student study effort	126 Hrs.
Reading List and References	<p><i>Reading List & References</i></p> <p>F.S. Hillier and M.S. Hillier, Introduction to Management Science, latest edition, McGraw Hill</p> <p>Hillier, F.S. and Liebermann, G.J., <i>Introduction to Operations Research</i>, latest ed., McGraw-Hill.</p> <p>Winston, W.L., <i>Operations Research: Algorithms and Applications</i>, latest ed., Duxbury Press.</p> <p><i>Journals</i></p> <p>Informs Journal on Applied Analytics (formerly, Interfaces) OR/MS Today</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5105
Subject Title	Managing Operations Systems
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>This subject introduces both philosophy and techniques of operations management to students. The course content is designed to help students understand basic concepts, learn about basic tools in operations management, understand the rationale behind the scientific methods used in daily management, and gain insights into designing and managing operations systems in practice.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc/PgD in Global Supply Chain Management #2 Build up operations and logistics concepts #5 Practise business ethics</p> <p>MSc in Operations Management #1 Solve business problems #3 Practise business ethics</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> (a) understand the terminology and basic concepts of operations management (b) understand some basic data science and modelling approaches for operations management (c) build basic quantitative models that can be used for decision-making in operations management; be aware of the assumptions and limitations of the models (d) apply these models to solve practical management issues and develop critical and creative thinking in analyzing and solving real-life problems (e) beware of ethical issues in business

<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Introduction to Operations System Concepts, the operations functions and its relation with other business functions, particularly, the strategic importance of operations management.</p> <p>Business Process Design and Reengineering Process concepts; process design methods; process effectiveness and efficiency; business process reengineering.</p> <p>Forecasting Objective of forecasting; logic of forecasting; qualitative and quantitative methods for forecasting; measurement and monitoring of forecasting systems; use of machine learning techniques in forecasting.</p> <p>Capacity Planning Strategic capacity planning; equipment management; concept of total cost of ownership; volume analysis; breakeven models; decision tree analysis.</p> <p>Service Processes and Queueing Systems Characteristics of service processes, service system design, examples of queueing systems; performance measures; single/multiple servers models; priority rules; economic analysis.</p> <p>Inventory Management Functions and costs of inventory management; ABC analysis; economic ordering quantity model; vendor managed inventory system; inventory replenishment systems.</p> <p>Quality Management, Quality Control, Just-in-Time and Lean Operations Total quality management; quality measurement; quality cost; quality inspection; statistical quality control; Philosophy and concept of JIT systems; pull versus push production systems; lean operations.</p> <p>Supply Chain Management Concept of supply chain management; information coordination; cost and benefit of postponement; quick response; worldwide sourcing.</p> <p>Project Management Project and its working team; project break down; Gantt charts; project time and cost; critical tasks in projects, critical path method.</p> <p>Sustainable and Socially Responsible Operations Ethical issues in operation management; codes of ethics; worker safety; product safety; the environment and quality; employees' rights; closing facilities; socially responsible operations.</p> <p>Data-driven Operations Management Introduction of big data concepts and applications, data-driven operational decision-making, artificial intelligence and machine learning.</p> <p>Industry 4.0 and Sharing Economy Industry 4.0; new technologies including Blockchain in operations management; features of various sharing business models; the opportunities and challenges in these new models.</p>
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<p>Teaching/Learning Methodology</p>	<p>Lectures are designed to provide a basic grounding in principles, concepts and techniques in operations management. Tutorials provide the environment and means for student-centered learning, in the form of class discussions, case analysis, classwork exercises, and experience sharing.</p> <p>Students are required to apply the knowledge and skills to analyse and solve various realistic operations management problems in assignments, case studies, and exams.</p>																																																			
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="491 562 1444 1003"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="5">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> <th rowspan="2"></th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> </tr> </thead> <tbody> <tr> <td>1. Coursework</td> <td>50 %</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>2. Examination</td> <td>50 %</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="5"></td> <td></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Students need to do assignment(s) and a group case study/project, testing whether they know how to apply the theories learnt to some real-life situations. Mid-term test and examination are also required to test their understanding about the knowledge and their ability to apply the techniques independently.</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e	1. Coursework	50 %	✓	✓	✓	✓	✓		2. Examination	50 %	✓	✓	✓	✓	✓										Total	100 %						
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<p>Student Study Effort Expected</p>	<p>Class contact:</p> <ul style="list-style-type: none"> ▪ Lectures / Tutorials <p>Other student study effort:</p> <ul style="list-style-type: none"> ▪ Reading and doing exercises <p>Total student study effort</p>						<p>39 Hrs.</p> <p>87 Hrs.</p> <p>126 Hrs.</p>																																													
<p>Reading List and References</p>	<p><i>Books</i></p> <p>Jacobs, F. R., and Chase, R. B., (2021), <i>Operations and Supply Chain Management</i>, 16th ed., McGraw-Hill.</p>																																																			

	<p>Anupindi, R., et. al. (2012), <i>Managing Business Process Flows – Principle of Operations Management</i>, 3rd ed, Prentice Hall</p> <p>Cachon, G. & Terwiesch, C. (2013), <i>Matching Supply with Demand</i> (3rd ed.), McGraw-Hill.</p> <p>Cheng, T.C.E. and Podolsky, S. (1996), <i>Just-in-time Manufacturing: An Introduction</i>, Chapman & Hall.</p> <p>Klassen, R. D., Menor, L. J. (2006), <i>Cases in Operations Management</i>, Sage publication,</p> <p>Johnston, R. (2003), <i>Cases in Operations Management</i>, Finance Times Prentice Hall.</p> <p>Russell R.S. and Taylor B.W., <i>Operations Management</i>, latest ed., Prentice Hall.</p> <p>Stevenson W.J., <i>Operations Management</i>, latest ed., McGraw Hill.</p> <p><i>Journals</i></p> <p>Management Science Journal of Operations Management Manufacturing & Service Operations Management</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5109
Subject Title	International Operations Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>This subject examines the impact of the international political, economic, monetary and cultural roles on the functions of operations management. For the operational aspects, special emphasis will be made on the orchestration of the business operational activities in a global value-chain for sustaining competitiveness.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc/PgD in Global Supply Chain Management 2 Build up operations and logistics concepts</p> <p>MSc in Operations Management #1: Solve business problems</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Properly understand the operations management issues in business internationalization as well as global value-chain for sustaining competitiveness. b. Understand the applications and implications of technologies in the international business environment c. Demonstrate how to solve business management issues by appropriately applying operations management theory and method to improve operations competitiveness in a global business environment. d. Understand how to adjust the product global supply chain management according to different regional business environments e. Correctly identify the operations issues when conducting production or providing service in different countries

<p>Subject Synopsis/ Indicative Syllabus</p>	<p>International Operational Environments</p> <ul style="list-style-type: none"> ▪ Globalization of industries and forms of international business ▪ Political and macro-economic environments of international business and their impact on the business operation ▪ Cultural and social norm and their impact on the business operation ▪ Monetary and exchange rate and their impact on the business operation ▪ Technology and their impact on the business operations <p>Global Integration and Competitiveness</p> <ul style="list-style-type: none"> ▪ Global value chain view of the international operations ▪ International operations strategy and firm competitiveness ▪ International market entry consideration <p>Orchestrating Firm Value-chain Functions in the International Marketplace</p> <ul style="list-style-type: none"> ▪ International market and pricing issues ▪ Foreign exchange risk and international procurement ▪ Outsourcing and contract manufacturing services ▪ Managing for quality in international operations ▪ Global distribution and customer service management ▪ Facility location for integrated global operations ▪ Sustainability issues in global operations 																																						
<p>Teaching/Learning Methodology</p>	<p>Lectures will be used to introduce students to relevant concepts and their applications in international operations decisions. In tutorials, students will be required to produce in-depth analysis of relevant cases and take responsibility to explore context-specific knowledge in the field.</p>																																						
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="491 1357 1436 1729"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Coursework*</td> <td>60%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Final exam</td> <td>40%</td> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table> <p>*Coursework may include case studies, group projects, and individual assignments</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d			Coursework*	60%	✓	✓	✓	✓			Final exam	40%	✓	✓		✓			Total	100 %						
Specific assessment methods/tasks	% weighting			Intended subject learning outcomes to be assessed (Please tick as appropriate)																																			
		a	b	c	d																																		
Coursework*	60%	✓	✓	✓	✓																																		
Final exam	40%	✓	✓		✓																																		
Total	100 %																																						

Student Study Effort Expected	Class contact:	
	▪ Teaching and class discussion	39Hrs.
	▪ Class presentation and after class discussion	26Hrs.
	Other student study effort:	
	▪ Reading	32Hrs.
	▪ Course work	42Hrs.
	Total student study effort	126Hrs.
Reading List and References	<p><u>Books</u></p> <p>Berger, S. and Lester, R.K., Made by Hong Kong, Oxford University Press, 1997.</p> <p>Daniels, J.D. and Radebaugh, L.H., International Business, Prentice Hall, 2003.</p> <p>Ernst, R., Kouvelis, P., Domier, P-P and Fender, M., Global Operations Management and Logistics, Wiley, 1998.</p> <p>Flaherty, M.T., Global Operations Management, McGraw Hill, 1996.</p> <p>Glasse, J., Supply Chain Management in China, Financial Times Retail & Consumer, 1999.</p> <p>Lasserre, P. and Schütte, H., Strategy and Management in Asia Pacific, McGraw Hill, 1999.</p> <p>Plenert, G.J., International Operations Management, Copenhagen Business School Press, 2002.</p> <p>Timmer, M.P., The Dynamics of Asian Manufacturing, Edward Elgar, 2000.</p> <p>Trockel, G.F.W. (ed.), New Trends in Distribution Logistics, Springer-Verlag, 2000.</p> <p>Yeung, H. W-C (ed.), The Globalisation of Business Firms from Emerging Economies, Elgar, 1999.</p> <p><u>Journals</u></p> <p>Columbia Journal of World Business</p> <p>International Journal of Operations and Production Management</p> <p>International Journal of Production Economics</p> <p>Journal of Asian Business</p> <p>Journal of International Business Studies</p> <p>Journal of World Business</p> <p>Long Range Planning</p> <p>Management International Review</p> <p>Production and Operations Management</p> <p>Sloan Management Review</p>	

	Strategic Management Journal Supply Chain Management Review The Journal of Supply Chain Management
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5122
Subject Title	Applications of Decision Making Models
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite / Exclusion	Preferably with knowledge of LGT5102 “Models for Decision Making”, yet without it will not be a problem.
Role and Purposes	<ol style="list-style-type: none"> 1. To impart on students the skills in applying the concepts, theories and techniques of a variety of management science methods. 2. To develop students’ ability and confidence in solving management decision problems, particularly paying attention to the practical considerations.
Intend Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Understand the range of practical application of management decision analysis techniques, the characteristics of successful application, and the limitations of the techniques. b. Develop skills in analyzing complex operations problems, using quantitative techniques as appropriate. c. Tackle a management decision situation from different angles of view, hence develop the creative thinking and be more critical to evaluate the outcomes of different decisions.
Subject Synopsis/ Indicative Syllabus	<p>Decision scope: find out a clear scope of decision required.</p> <p>How to evaluate different decisions: identify the objectives; there may be conflicting objectives.</p> <p>Model the situation: search for appropriate analytical or heuristic methods to solve the problem; understand the limitations of each method.</p> <p>Analysis of results: cost and benefits analysis; sensitivity analysis.</p>
Teaching/Learning Methodology	<p>Mainly through small group discussions. Students will be guided throughout the discussion process, particularly addressing on the following issues:</p> <ol style="list-style-type: none"> 1. How to start to tackle a complicated situation? 2. How to understand the data given and link up the relationship among data? 3. Point out mistakes when applying different methods. 4. How to apply what they have learnt in other subjects to a real situation?

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c		
	Continuous Assessment*	100%					
	Case studies	60%	✓	✓	✓		
	Class participation	40%	✓	✓	✓		
Total	100 %						
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p><i>To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment components.</i></p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>This subject will be dealing with cases in every session and students will learn through undergoing this process, with guidance. There is no examination in this subject. Therefore performance in class through participating in discussion is most important and is allocated with the most major part in the assessment. Students are expected to prepare every case before attending each session. Other than participation component, there will also be 3 group case studies to be assessed.</p>							
Student Study Effort Expected	Class contact:						
	<ul style="list-style-type: none"> ▪ Small group discussions 		26 Hrs.				
	<ul style="list-style-type: none"> ▪ Lectures 		13 Hrs.				
	Other student study effort:						
	<ul style="list-style-type: none"> ▪ Preparation for lectures 		45 Hrs.				
	<ul style="list-style-type: none"> ▪ Preparation for assignment / group project and presentation 		42 Hrs.				
Total student study effort		126Hrs.					
Reading List and References	<p><i>Cases in Operations Management: Building Customer Value Through World-Class Operations (The Ivey Casebook Series) (2005), Sage Publications, Inc.</i></p> <p>Yin, R.K. (2014), <i>Case Study Research: Design and Methods</i>, Sage Publishing</p> <p>Rohlfing, I. (2012), <i>Case Studies and Causal Inference</i>, Palgrave.</p> <p>Rajnikanth D. (ed.) (2009), <i>Case Studies on Decision Making</i>, IBS Case Development Centre.</p> <p>Klassen, R. D., Menor, L. J., <i>Cases in Operations Management</i>, Sage publication, 2006</p>						

	<p>Journals</p> <ul style="list-style-type: none">Asia Pacific Journal of Operational ResearchDecision SciencesEuropean Journal of Operational ResearchIIE TransactionsInterfacesJournal of the Operational Research SocietyManagement ScienceNaval Research LogisticsOmega - International Journal of Management ScienceOperations ResearchOR InsightOR/MS Today
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5071
Subject Title	Ship Chartering Strategies
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>An overview study of ship-brokering and chartering strategies, with a focus on the applications of knowledge and skills acquired from previous subjects in the context of the maritime transport environment (e.g. law, economics, finance, trading, marketing, and operations).</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)</p> <p>#1: Demonstrate how international shipping functions (Learning objective 1b)</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Understand the concept and major processes of “ship chartering”. b. Analyse a chartering. c. Obtain a general understanding of related shipping markets. d. Discuss chartering strategy at corporate level. <p>Studying this subject will also help develop students’ relevant communication skills in chartering.</p>
Subject Synopsis/ Indicative Syllabus	Ships; Chartering alternatives, Charter markets, Chartering market practices; Financial elements of charterparties; Voyage estimation; Laytime counting and calculation; Ship sale and purchase; Tanker chartering; Containership chartering; Port agency; Freight derivatives. Smart contracts.
Teaching/Learning Methodology	The teaching approach will be a combination of lectures, class discussions and assignments on assigned topics and case analysis. Basic concepts and technical knowledge of brokering and chartering will be covered in lectures. Cases and examples will be discussed in tutorials. Students are expected to read the relevant text materials before lectures and tutorials. Students are encouraged to contact the lecturer or the tutor for any problems related to the subject.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c	d	
	Coursework	50%	✓	✓	✓	✓	
	Examination	50%	✓	✓	✓	✓	
	Total	100 %					
<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>A group assignment will be designed to analyse chartering decisions of a real corporate.</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>							
Student Study Effort Expected	Class contact:						
	▪ Lectures / Tutorials		39 Hrs.				
	Other student study effort:						
	▪ Assignment 1		45 Hrs.				
	▪ Assignment 2		42 Hrs.				
	Total student study effort		126 Hrs.				

<p>Reading List and References</p>	<p>References</p> <p>Alizadeh, A. H. and Nomikos, N. K. (2009). <i>Shipping Derivatives and Risk Management</i>. Palgrave MacMillan.</p> <p>BIMCO (2009). <i>Check before Fixing</i>, Copenhagen, BIMCO.</p> <p>Collins, N. (2000). <i>The Essential Guide to Chartering and the Dry Freight Market</i>, Clarksons Research Studies.</p> <p>Grey J. (1990). <i>Shipping Futures</i>, London, LLP.</p> <p>ICS (2013). ICS Tutorship Series. Institute of Chartered Shipbrokers.</p> <p>Kavussanos, M. G., and Visvikis I. D. (2006). <i>Derivatives and Risk Management in Shipping</i>, London: Witherbys.</p> <p>Latarche, M. (1998). <i>Port Agency</i>. Witherby.</p> <p>Lorange, P. (2004). <i>Shipping Company Strategies</i>. Elsevier.</p> <p>Lorange, P. (2009). <i>Shipping Strategy: Innovating for Success</i>. Cambridge University Press.</p> <p>McConville, J. (1999). <i>Economics of Maritime Transport: Theory and Practice</i>. Witherby.</p> <p>Packard W. (1978). <i>Voyage Estimating</i>, London: Fairplay.</p> <p>Packard W. (1979). <i>Laytime Calculating</i>, London: Fairplay.</p> <p>Packard, W. V. (1995). <i>Shipping Pools</i> (2nd edition). Lloyds of London Press.</p> <p>Panayides, P.M. (2014). <i>Principles of Chartering</i>. CreateSpace Independent Publishing Platform.</p> <p>Plomaritou, E. and Papadopoulos, A. (2018). <i>Shipbroking and Chartering Practice</i> (8th edition). Informa Law.</p> <p>Strong, M. and P. Herring (2016). <i>Sale of Ships: The Norwegian Saleform</i> (3rd edition). Thomson.</p> <p>Wilson J. F. (2010). <i>Carriage of Goods by Sea</i> (7th edition), Pearson.</p> <p>Periodicals</p> <p>Lloyd's List</p> <p>Maritime Business Review</p> <p>Review of Maritime Transport, UNCTAD</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5202
Subject Title	Project
Credit Value	6
Level	5
Normal Duration	1 academic year (two 13-week semesters and one 7-week summer term)*
Exclusion	LGT5201 Dissertation LGT5111 Practice of Operations Management LGT5153 Practice of Quality Management LGT5205 OM Dissertation LGT5211 GSCM Project LGT5215 Practice of Global Supply Chain Management
Objectives	<p>To create an opportunity for the application of concepts and techniques acquired during the taught programme, in a management practitioner environment, in order to complete the formal learning experience, and to be of use to the sponsor.</p> <p>Concepts and techniques:</p> <ul style="list-style-type: none"> ▪ To provide a testing ground for concepts presented in the taught programme. ▪ To serve as a basis for developing new concepts not covered in the literature. <p>Management practitioner environment:</p> <ul style="list-style-type: none"> ▪ Individual students or groups are involved in the development of a practical solution to a business problem provided by the sponsor; or based on a realistic case study. ▪ To provide the opportunity to identify and explore aspects of the practice of logistics, operations management, quality management and/or supply chain management in specific organisational contexts. ▪ To relate the above to the knowledge and perspectives acquired during the course programme. <p>Personal learning experience:</p> <ul style="list-style-type: none"> ▪ To develop and test the students' ability to produce a coherent and extended account on a topic of considerable conceptual content. ▪ To provide an elective topic of interest to the student and his/her organisation, additional to the taught course subjects.

<p>Intended Learning Outcomes</p>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> Identify a research problem in real world and write research proposals. Conduct literature review on issues related to the problem areas. Apply appropriate research methodology in data collection, analysis and interpretation research findings. Deduce the solutions to the identified problems scientifically and understand the limitations. Communicate the research results effectively. 																																																																					
<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Why do research? What is good research? Scientific thinking – styles of thinking, the thought process, the scientific attitude; What makes an investigation scientific? What can empirical research do? The necessity of knowing the purpose of research; The ethics of research; Qualitative and quantitative approaches; Variable, Parameter, Assumption, Theory, Model, Hypothesis, Ideal causal-study design; Case-study descriptive research; Classification research; Measurement and estimation; Comparison; Research trying to find relationships; Investigating cause and effect; Mapping structures; Evaluation research; Questionnaire design; Interview; Survey; Sampling methods; Some principles of measurement – reliability and validity; Data analysis and interpretation; Writing Scientific Reports: Research report components and structure; Presentation of statistics; Plagiarism.</p>																																																																					
<p>Teaching/Learning Methodology</p>	<p>Guided study programme on research methodology equivalent to 1 credit value. Student-centred activities in the form of investigational/research work, literature review, data collection, data analysis and interpretation according to the requirements specified in the Guidelines for Project (LGT5202). The effort of these activities should be equivalent to 5 credit values.</p>																																																																					
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th></th> </tr> </thead> <tbody> <tr> <td>Proposal</td> <td>5%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Reflective essay assessed by supervisor</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Project assessed by supervisor</td> <td>30%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Project assessed by moderator</td> <td>30%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Viva Voce</td> <td>20%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table>								Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e		Proposal	5%	✓	✓	✓	✓	✓		Reflective essay assessed by supervisor	15%	✓	✓	✓	✓	✓		Project assessed by supervisor	30%	✓	✓	✓	✓	✓		Project assessed by moderator	30%	✓	✓	✓	✓	✓		Viva Voce	20%	✓	✓	✓	✓	✓		Total	100 %						
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Viva Voce	20%	✓	✓	✓	✓	✓																																																																
Total	100 %																																																																					

	<p>[This new % weighting will be effective for students newly registered on this subject starting from Semester 1 of 2020/21.]</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>In order to have objective and comprehensive assessment on the student’s research work in the form of project work, the Final Project Report will be assessed by the supervisor and by a moderator who is appointed by the Project Co-ordinator. The reflective report will be assessed by the supervisor, in which the student is expected to explain the research methodologies learnt through the lectures and seminars on research methodologies. The assesment criteria are set out in the Guidelines for Project (LGT5202).</p> <p>Finally, all these marks are combined and the final grade for the Subject LGT5202 Project is to be determined by the Project Co-ordinator according to the assessment weighting set out in the Guidelines for Project (LGT5202).</p>	
<p>Student Study Effort Expected</p>	<p>Class contact:</p>	
	<ul style="list-style-type: none"> ▪ Meeting and Discussion with Supervisor 	<p>14 Hrs.</p>
	<ul style="list-style-type: none"> ▪ Lectures and Seminars on Research Methodologies 	<p>6 Hrs.</p>
	<p>Other student study effort:</p>	
	<ul style="list-style-type: none"> ▪ Research work 	<p>250 Hrs.</p>
	<ul style="list-style-type: none"> ▪ 	<p>Hrs.</p>
	<p>Total student study effort</p>	<p>270Hrs.</p>
<p>Reading List and References</p>	<p>Bryman, Alan. Business research methods, Oxford University Press, 2011, 3rd Edition.</p> <p>Cooper, D. And Schindler, P., <i>Business Research Methods</i>, latest ed., McGraw-Hill, New York.</p> <p>Grigoroudis, Evangelos. Customer satisfaction evaluation methods for measuring and implementing service quality, SpringerLink e-books, Springer, 2010.</p> <p>Jankowicz, A.D.: Business Research Projects, latest ed., Business Press Thomson Learning, London.</p> <p>Remenyi, D., Field methods for academic research: interviews, focus groups and questionnaires in business and management studies, Academic Publishing International, 2011.</p> <p>Stokes, Peter, Key concepts in business and management research methods, Palgrave Macmillan , 2011.</p>	

The Hong Kong Polytechnic University

Subject Description Form

Please read the notes at the end of the table carefully before completing the form.

Subject Code	LGT5415
Subject Title	Research Project in Global Business and Decision Analysis
Credit Value	3
Level	5
Pre-requisite/ Co-requisite/ Exclusion	All the compulsory subjects
Objectives	<p>This subject is a small-scale research project and requires students to work individually, for a systematic and guided investigation of issues related to decisions analysis in global business for a company or industry.</p> <p>Students are expected to collect and evaluate information from different sources, use the theoretical knowledge obtained and apply it in a practical setting. The required skills include problem solving, organising and analysing, time management and presentation.</p>
Intended Learning Outcomes <i>(Note 1)</i>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Undergo the process of conducting a research study related to decision analysis in global business. b. Select a proper research topic, apply proper qualitative and quantitative tools to analyse, deduce the solutions to the identified problems scientifically and understand the limitations, and document the findings in a formal report. c. Practice time management, and communicate the research results effectively.
Subject Synopsis/ Indicative Syllabus <i>(Note 2)</i>	<p>Each student will work individually on a project topic within the area of decision-making in global business, and identify a suitable supervisor to guide the study. The student will meet the supervisor at a time schedule suitable for both lecturer and student, to discuss the research direction and report progress.</p> <p>When taking this course, students are expected to interact with their counterparts from a variety of industries and find practically relevant problem to work on.</p> <p>For the detailed procedure, each student will first select a research topic and write a proposal. Upon approval by the supervisor, the student works on the selected topic, conducts both qualitative and quantitative analysis, and meets with the supervisor to give feedback and monitor student's progress regularly.</p>

	Upon completion, the student needs to document the findings in a final report for grading. The report should be written in a logical and orderly manner. A final presentation may be conducted if needed.						
Teaching/Learning Methodology (Note 3)	Students work individually under the guidance of their supervisor. Regular supervision meetings will be scheduled during the semester.						
Assessment Methods in Alignment with Intended Learning Outcomes (Note 4)	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c		
	Research Proposal (assessed by supervisor)	10%	√	√			
	Research Progress (assessed by supervisor)	10%	√	√			
	Dissertation (assessed by both supervisor and moderator)	80%	√	√	√		
Total	100 %						
<p><u>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</u></p> <p>It is a small-scale research project where students need to demonstrate their knowledge on global business and managerial decisions in addressing the identified issues of their selected topic.</p> <p>Students need to go through a learning process by studying in-depth, the chosen problem. They will seek guidance and encouragement from the supervisor. At the final stage, a project report needs to be produced discussing the findings of the study.</p>							
Student Study Effort Expected	Class contact:						
	▪ Guided Study						39 Hrs.
	▪						Hrs.
	Other student study effort:						
	▪ Self-study						60 Hrs.
	▪ Writing up the thesis						30 Hrs.
	Total student study effort						129 Hrs.

Reading List and References	Specific references will be recommended for each topic by supervisors. Students are also expected to conduct a thorough literature search as part of the development of the project topic.
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Note 1: Intended Learning Outcomes

Intended learning outcomes should state what students should be able to do or attain upon subject completion. Subject outcomes are expected to contribute to the attainment of the overall programme outcomes.

Note 2: Subject Synopsis/Indicative Syllabus

The syllabus should adequately address the intended learning outcomes. At the same time, overcrowding of the syllabus should be avoided.

Note 3: Teaching/Learning Methodology

This section should include a brief description of the teaching and learning methods to be employed to facilitate learning, and a justification of how the methods are aligned with the intended learning outcomes of the subject.

Note 4: Assessment Method

This section should include the assessment method(s) to be used and its relative weighting, and indicate which of the subject intended learning outcomes that each method is intended to assess. It should also provide a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.

(Form AR 140) 8.2020

The Hong Kong Polytechnic University

Subject Description Form

Please read the notes at the end of the table carefully before completing the form.

Subject Code	LGT5419
Subject Title	Coding for Management with Python
Credit Value	3
Level	5
Pre-requisite/ Co-requisite/ Exclusion	Nil
Objectives	<p>In response to the emerging trend of digitalisation and analytics in business, it has widely been recognised today that managers are required to learn how computer coding can be applied for business management. More and more coding languages, such as Python, become easier for managers to learn and use.</p> <p>This subject introduces the basics of Python language and computer coding skills, as well as their various applications in business management, such as task automation, data analysis, and decision support. It is friendly to students who do not have coding experience.</p> <p>The objective of this subject is to enable students to:</p> <ol style="list-style-type: none"> 1. Learn basics of Python language and coding skills; 2. Learn how computer coding is used for business management; 3. Apply basic coding knowledge and skills for management applications; 4. Develop ability, interest, and confidence in exploiting all the benefits of computer coding for management applications.
Intended Learning Outcomes <i>(Note 1)</i>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Establish strong ability to read and analyse Python programmes; b. Establish strong ability to develop, test, and debug basic Python programmes; c. Identify applications of computer coding for business management; d. Apply the basic coding knowledge and skills studied in class to enhance real-life business management.

Subject Synopsis/ Indicative Syllabus	Topics	Sub-topics	Remarks
(Note 2)	Basics of Coding in Python	Getting Started: Python and its applications to business	Lectures and Lab Tutorials
		Variables and Simple Data Types	
		Basic Flow Control: Conditions and Iterations	
		Functions	
		Strings, Lists, and Dictionaries	
		Testing and Debugging Python Programs	
	Applications of Python for Management: Task Automation	Organizing, Reading, and Writing Working Files	Lectures, Case Study, and Lab Tutorials
	Working with CSV Files and Excel Spread Sheets		
	Applications of Python for Management: Data Analysis	Acquiring, Cleaning, Exploration Data	Lectures, Case Study, and Lab Tutorial
		Manipulating and Visualizing Data	
Applications of Python for Management: Decision Support	Solving optimization problems	Lectures, Case Study, and Lab Tutorial	
(Note 3)	<ul style="list-style-type: none"> • During lectures, basic knowledge of python language, coding skills, and their application for management will be introduced and discussed. • During tutorials, students will be guided to practice the basic usages and development of Python programmes for management applications in a computer lab. • Case studies will be used in lectures and/or tutorials. 		

Assessment Methods in Alignment with Intended Learning Outcomes (Note 4)	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c	d	
	1. Coursework	50%	✓	✓	✓	✓	
	2. Examination	50%	✓	✓	✓	✓	
	Total	100 %					
<p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The coursework includes a series of written assignments to assess the subject outcomes (a) and (c), a series of tutorial exercises for practicing the development of Python programs to assess the subject outcome (b), and a course project for developing management applications of Python programs for assess the subject outcome (d). The final exam is based on questions relevant to basic concepts, knowledge, and skills about Python language and its management applications, to access subject outcomes (a)-(d).</p>							
Student Study Effort Expected	Class contact:						
	▪ Lectures / Tutorials		39 Hrs.				
	▪		Hrs.				
	Other student study effort:						
	▪ Self-Study, Assignment, Course Project		50 Hrs.				
	▪ Additional Exercises on Python Programming After Tutorials		37 Hrs.				
	Total student study effort		126 Hrs.				
Reading List and References	<p><u>Reference Textbook</u></p> <p>Charles Russell Severance, Sue Blumenber, Elliott Hauser, and Aimee Andrion . (2016) <i>Python for Everybody: Exploring Data in Python 3</i>. CreateSpace Independent Publishing Platform.</p> <p>Al Sweigart. (2019) <i>Automate the Boring Stuff with Python, 2nd Edition: Practical Programming for Total Beginners</i>, No Starch Press.</p>						

	Wes McKinney. (2017) Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython (2 nd Edition), O'Reilly Media.
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Note 1: Intended Learning Outcomes

Intended learning outcomes should state what students should be able to do or attain upon subject completion. Subject outcomes are expected to contribute to the attainment of the overall programme outcomes.

Note 2: Subject Synopsis/Indicative Syllabus

The syllabus should adequately address the intended learning outcomes. At the same time, overcrowding of the syllabus should be avoided.

Note 3: Teaching/Learning Methodology

This section should include a brief description of the teaching and learning methods to be employed to facilitate learning, and a justification of how the methods are aligned with the intended learning outcomes of the subject.

Note 4: Assessment Method

This section should include the assessment method(s) to be used and its relative weighting, and indicate which of the subject intended learning outcomes that each method is intended to assess. It should also provide a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.

(Form AR 140) 8.2020

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT 5425
Subject Title	Business Analytics
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite/ Co-requisite/ Exclusion	Nil
Objectives	<p>This subject introduces the business analytical techniques by enabling students to understand business theories and frameworks. Through equipping students with a solid understanding and critical thinking mindset of business analytics, students can apply business intelligence tools to effectively address various issues faced by organizations, as well as be aware of the possible challenges and ethical issues related to business analytics.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s): MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> identify and translate real-world business and operational problems into business analytics problems; implement efficient business analytics strategies to solve business and operational problems; understand, compare and contrast different business analytics techniques identify, evaluate, and capture business analytic opportunities that create values understand the current trend of business analytics and be aware of the ethical issues related to business analytics
Subject Synopsis/ Indicative Syllabus	<p><u>Foundations of Business Analytics</u> Introduction to business analytics</p> <p><u>Descriptive Analytics</u> Statistical measures, estimation, statistical inference, hypothesis testing.</p> <p><u>Predictive Analytics</u> Introduction to predictive modeling. Regression analysis, logistics analysis, introduction to data mining, text analytics.</p> <p><u>Prescriptive Analytics</u> Decision analysis, linear and integer programming, simulation and the applications.</p> <p>Note: Emerging technologies, e.g., Data Mining and Data Science, and their applications in Business Analytics have been included in the above.</p>
Teaching/Learning Methodology	<p>There will be a mix of lectures, discussions, and case studies. Mini-group discussion and projects will be carried out on some business cases in depth and reports are produced at the end of the term. Hands-on experiences of using business analytics tools will enhance students' understanding of the theories and concepts of Business Analytics.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c	d	e
	Continuous Assessment*	100%					
	1. Attendance and class participation	10%	✓	✓	✓	✓	✓
	2. Individual assignment	20%	✓	✓	✓	✓	✓
	3. Group project	40%	✓	✓	✓	✓	✓
	4. Comprehensive Quiz	30%	✓	✓	✓	✓	✓
	Total	100 %					
<p>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject to have a balanced learning experience. Individual assignment and group project will require students to apply business analytics (Outcomes 1) to handle operational problems which arise in actual organizations.</p> <p><i>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge</i></p>							
Student Study Effort Expected	Class contact:						
	▪ Lectures / tutorials		39 Hrs.				
	Other student study effort:						
	▪ Preparing for lectures		39 Hrs				
	▪ Preparation for individual assignment / group project / comprehensive quiz		60 Hrs				
Total student study effort		138 Hrs					
Reading List and References	<p>Camm, J.D., Cochran, J.J., Fry, M.J. and Ohlmann, J.W. (2021). <i>Business Analytics</i> (4th ed.). Cengage Learning.</p> <p>Evans, J. (2021). <i>Business Analytics: Methods, Models, and Decisions</i> (3rd ed.). Harlow: Pearson.</p> <p>Albright, S.C. and W.L. Winston (2019). <i>Business Analytics: Data Analysis and Decision Making</i> (7th Ed.). Cengage Learning.</p> <p>Linoff, G.S. and Berry, M.J.A. (2011). <i>Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management</i> (3rd ed.). Indianapolis, Ind: Wiley Pub.</p> <p>Provost, F. and Fawcett, T. (2013). <i>Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking</i> (1st ed.). Sebastopol, Calif: O'Reilly.</p>						

Ragsdale, C. (2022). *Spreadsheet Modeling & Decision Analysis: A Practical Introduction to Business Analytics* (9th ed.). Stamford, CT: Cengage Learning.

Shmueli, G., Patel, N.R. and Bruce, P.C. (2010). *Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner* (2nd ed.). Hoboken, N.J: Wiley.

Journals (Selected papers are recommended for students' readings where appropriate)

MIS Quarterly

MIS Quarterly Executive

Management Science

Production and Operations Management

Information Systems Research

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5426
Subject Title	Managing Innovation
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>This subject addresses selected challenges and opportunities related to managing business innovation. It intends to discuss concepts, theorems, and tools to help students develop skills and insights for designing, evaluating, and managing business innovation. Moreover, the subject also plans to introduce various kinds of latest innovations in product, technology, operations process, and business models. The subject not only provides students with general understanding on effective management of innovation, but also provides rich practical examples to reflect the latest innovative advances, with special focus on the ones that have wide applications in supply chain and logistics related industries.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc in Operations Management</p> <p>#1: Solve business problems</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> h. understand the strategic role of innovation in organization, industry, and global market; i. understand the technological, human, economic, organizational, social, ethical, and other dimensions of innovation; j. learn and apply concepts, theorems, and tools to develop critical and analytical reasoning about business innovation in and beyond organizations; k. introduce various latest innovative advances in the areas of supply chain and logistics industries, including AI, Blockchain, Cloud Computing, Data Science, etc.

<p>Subject Synopsis/ Indicative Syllabus</p>	<ul style="list-style-type: none"> ▪ Key issues in managing innovation: concept of innovation, innovation and competitive advantage, source of innovation, framework of an innovative strategy, organizational issues of innovation, innovation in a competitive environment, effective implementation of innovation, social and ethical issues regarding innovation. ▪ Innovation under uncertainty: Innovative project measurement and selection, portfolio management, resource allocation, innovation execution under uncertainty, the theory of disruptive innovation, risk management. ▪ Product and technology innovation, e.g., AI, 3D printing, last-mile delivery, autonomous vehicles, blockchain technology, information security, green technology, big data analytics, etc. ▪ Operation process innovation, e.g., pooling and postponement, Toyota production system, fast pass waiting line management, etc. ▪ Business model innovation, e.g., omni-channel retailing, sharing economy, crowdfunding, crowdsourcing, innovative supply chain financing, etc. 																																						
<p>Teaching/Learning Methodology</p>	<p>Lectures: introduce concepts, theories, management issues, and latest applications of business innovation.</p> <p>Case study and group discussion: make connections of the contents from the lectures with real business practices so as to deepen the understanding of concepts, theories, and issues of innovation.</p> <p>Online simulation games: enhance the students’ understanding and give them hands-on experience on managing (disruptive) innovation activities.</p> <p>Group project: provide students valuable opportunity to explore, recognize, and analyze key innovative practices of their interests.</p>																																						
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="491 1370 1439 1783"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>1. Coursework</td> <td>60 %</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>2. Examination</td> <td>40 %</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <ol style="list-style-type: none"> 1. Coursework may consist of case study, course final project and presentation, which can assess students’ understanding in the subject and evaluate their ability to analyze problems in real business environment. 	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d			1. Coursework	60 %	✓	✓	✓	✓			2. Examination	40 %	✓	✓	✓	✓			Total	100 %						
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2. Examination	40 %	✓	✓	✓	✓																																		
Total	100 %																																						

	<p>2. Examination assesses student’s in-depth understanding on the theoretical principles of the subject and the ability to apply conceptual framework in real business case analysis.</p> <p><i>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</i></p>	
<p>Student Study Effort Expected</p>	<p>Class contact:</p>	
	<ul style="list-style-type: none"> ▪ Lectures / Tutorials 	<p>39 Hrs.</p>
	<p>Other student study effort:</p>	
	<ul style="list-style-type: none"> ▪ Group discussions 	<p>12 Hrs.</p>
	<ul style="list-style-type: none"> ▪ Projects 	<p>42 Hrs.</p>
	<ul style="list-style-type: none"> ▪ Reading and homework 	<p>33 Hrs.</p>
<p>Total student study effort</p>	<p>126 Hrs.</p>	
<p>Reading List and References</p>	<p>Instructor’s lecture notes, handouts, and reading materials</p> <p>Karl Ulrich, Christian Terwiesch, Innovation Tournaments: Creating and Selecting Exceptional Opportunities, Harvard Business Review Press, 2009</p> <p>Joe Tidd, John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change (5th edition), Wiley, 2015</p> <p>Henk Zijm, Matthias Klumpp, Uwe Clausen, Michael ten Hompel, Logistics and Supply Chain Innovation: Bridging the Gap between Theory and Practice, Springer International Publishing, 2016</p> <p>Karan Girotra, Serguei Netessine, The Risk-Driven Business Model: Four Questions That Will Define Your Company, Harvard Business Review Press, 2014</p> <p><i>Journals</i> Management Science Manufacturing and Operations Management Production and Operations Management Journal of Operations Management</p>	

The Hong Kong Polytechnic University

Subject Description Form

Please read the notes at the end of the table carefully before completing the form.

Subject Code	LGT5427
Subject Title	Global Business
Credit Value	3
Level	5
Pre-requisite/ Co-requisite/ Exclusion	Nil
Objectives	<ul style="list-style-type: none"> • Build comprehensive knowledge frameworks of various global business areas and appreciate contemporary issues in global business • Explore the way key business framework and managerial practices play out in global/regional/national business environments • Recognize key business, political, economic, social, financial and cultural characteristics in global arena in order to realize opportunities and threats by adopting relevant global business strategies • Apply business knowledge to tackle doing business in different parts of the world especially in emerging market and economies with a critical eye and cross-disciplinary approach • Equip with professional business knowledge as well as strong global business sense and an international perspective • Be attentive and responsive to ethical issues in business <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc in Global Business and Decision Analysis</p> <p>#1 Develop an understanding of global business</p> <p>#5 Practise business ethics</p>

<p>Intended Learning Outcomes (Note 1)</p>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a) Understand how environment impacts global business decision making b) Apply global business knowledge in the real commercial world c) Develop global business model and strategies to tackle the ever-changing global market environment, thereby maximising the international competitiveness of the company d) Develop “global business sense” in the solution for practical business problems in the real-world settings e) Understand the best practices and contemporary issues of global business world f) Apply the understanding of ethical behaviour to the solution of real-world business problem.
<p>Subject Synopsis/ Indicative Syllabus (Note 2)</p>	<ul style="list-style-type: none"> • Evolution of international business (globalisation of business) • International competitiveness of multinational organisation in nation, industry, and firm level (Global Competitive Index, Diamond of National Advantages, Porter’s Competitive Force Model, Industry Life-Cycle, Strategic Group Analysis, and Buckley’s Firm Competitiveness Model) • International business and MNE theories (FDI Theory – Uppsala model, liability of foreignness, mercantilism, Heckscher-Ohlin Theory, Country Similarity Theory, Global Strategic Rivalry Theory, first-mover and scale economy, international joint ventures, factor of production and endowment) • Regional economic integration and blocs • MNE in emerging countries and offshoring • International business challenges (trade imbalance and restrictions, trade barriers, trade wars, climate changes, sustainability, trade disputes) • Doing business and deal making in emerging markets and economies • Cross-Cultural Negotiation • International flow of funds and exchange rates • Recognise the roles and implications of information and internet technologies in global business world

	<ul style="list-style-type: none"> • Leadership of global business organization • Global Human Resources Management • Cultural differences confluence of diversity and ethics in global managerial performance • Corruption and ethics in global business 																																																														
<p>Teaching/Learning Methodology (Note 3)</p>	<p>Lectures and discussions are used to introduce to students the concept, theory and application of the topics. Students need to participate in class and discuss selected topics/cases of the real commercial world in detail and explore context-specific issues. Students are encouraged to take an active role in all class discussions.</p>																																																														
<p>Assessment Methods in Alignment with Intended Learning Outcomes (Note 4)</p>	<table border="1" data-bbox="491 667 1353 1529"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th>f</th> </tr> </thead> <tbody> <tr> <td>1. Coursework</td> <td>50%</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Case discussions (15%)</td> <td></td> <td>√</td> <td>√</td> <td></td> <td>√</td> <td>√</td> <td></td> </tr> <tr> <td>Individual assignment (15%)</td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td></td> <td></td> <td>√</td> </tr> <tr> <td>Group presentation (20%)</td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>2. Examination</td> <td>50%</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>a) An examination carrying a weightage of 50% will be held at the end of the subject. The objective of the examination is for students to review all concepts covered in the subject one last time.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e	f	1. Coursework	50%							Case discussions (15%)		√	√		√	√		Individual assignment (15%)		√	√	√			√	Group presentation (20%)		√	√	√	√	√	√	2. Examination	50%	√	√	√	√	√	√	Total	100 %						
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Total	100 %																																																														

	b) Class discussion of cases, individual written assignment and group presentation will, in total, contribute to a weightage of the remaining 50%.	
Student Study Effort Expected	Class contact:	
	▪ Lectures / Tutorials	39 Hrs.
	▪	Hrs.
	Other student study effort:	
	▪ Private studies, individual written assignment, and group presentation	87 Hrs.
	▪	Hrs.
	Total student study effort	126 Hrs.
Reading List and References	<ul style="list-style-type: none"> • Gaspar, Julian E, Bierman Leonard, Kolari, James W., Arreola-Risa, Antonio, Hise, Richard T, Smith, L. Murphy (2015), <i>Introduction to Global Business</i>, Cengage Learning. • Garten Frank (2015), <i>The International Manager</i>, CRC Press. • Camillo, Angelo A. (2015), <i>Global Enterprise Management, New Perspectives on Challenges and future Development</i>, volume I & II, Palgrave Macmillan. • Casson, M. (2020). <i>International rivalry and global business leadership: An historical perspective</i>. <i>Multinational Business Review.</i>, 28(4), 429-446. • Piyush Sharma, T.Y. Leung, Russel P.J. Kingshott, Nebojsa S. Davcik, Silvio Cardinali (2020), <i>Managing uncertainty during a global pandemic: An international business perspective</i>, <i>Journal of Business Research</i>, Volume 116, 2020, Pages 188-192, ISSN 0148-2963. • Smirnov S.V., Avdeeva D.A. (2019) <i>BRICS in the Global Economy</i>. In: Smirnov S., Ozyildirim A., Picchetti P. (eds) <i>Business Cycles in BRICS. Societies and Political Orders in Transition</i>. Springer, Cham. • Kerry Liu (2020) <i>China's Policy Response to the China US Trade War: An Initial Assessment</i>, <i>The Chinese Economy</i>, 53:2, 158-176, DOI: 10.1080/10971475.2019.1688003 • Goulard S (2020). <i>The Impact of the US–China Trade War on the European Union</i>. <i>Global Journal of Emerging Market Economies.</i>;12(1):56-68. doi:10.1177/0974910119896642 	

	<ul style="list-style-type: none"> • Robert Grundke, Christoph Moser (2019), <i>Hidden protectionism? Evidence from non-tariff barriers to trade in the United States</i>, Journal of International Economics, Volume 117, 2019, Pages 143-157, ISSN 0022-1996, https://doi.org/10.1016/j.jinteco.2018.12.007. • Wang, Y. (2020), <i>Causes of U.S.-China trade imbalances: a review</i>, Journal of Chinese Economic and Foreign Trade Studies, Vol. 13 No. 1, pp. 37-44. • Reyes-Heróles, R., Traiberman, S. & Van Leemput, E. (2020) <i>Emerging Markets and the New Geography of Trade: The Effects of Rising Trade Barriers</i>. IMF Econ Rev 68, 456–508. • Ali, U., Li, Y., Yáñez Morales, V., & Hussain, B. (2021). <i>Dynamics of international trade, technology innovation and environmental sustainability: Evidence from Asia by accounting for cross-sectional dependence</i>. Journal of Environmental Planning and Management., <i>64</i>(10), 1864-1885.
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Note 1: Intended Learning Outcomes

Intended learning outcomes should state what students should be able to do or attain upon subject completion. Subject outcomes are expected to contribute to the attainment of the overall programme outcomes.

Note 2: Subject Synopsis/Indicative Syllabus

The syllabus should adequately address the intended learning outcomes. At the same time, overcrowding of the syllabus should be avoided.

Note 3: Teaching/Learning Methodology

This section should include a brief description of the teaching and learning methods to be employed to facilitate learning, and a justification of how the methods are aligned with the intended learning outcomes of the subject.

Note 4: Assessment Method

This section should include the assessment method(s) to be used and its relative weighting, and indicate which of the subject intended learning outcomes that each method is intended to assess. It should also provide a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.

(Form AR 140) 8.2020

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5428
Subject Title	International Trade and Logistics Management
Credit Value	3
Level	5
Normal Duration	1-semester
Exclusion	LGT5002 International Logistics Systems, Operations and Management LGT5061 International Logistics Management
Objectives	<p>This subject aims to provide students with fundamental and critical concepts in international trade and cross-national logistics management, which support international business and global operations.</p> <p>To familiarize students with the fundamental knowledge and skills of international trade and logistics and provide knowledge and practical skills to deal with cross-sectional business transactions and logistics arrangements. Students in this course are expected to gain both theory and practical skills in international trade and logistics.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc in Global Business and Decision Analysis #1 Develop an understanding of global business</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> h. Develop critical and important concepts of international trade. i. Develop a good understanding of trade policy, customs practice and standards. j. Develop practical skills in trade management and cross-national transactions, such as Letter of credits, INCOTERMS, bill-of lading, trade security and standards. k. Explore the relationships between international trade practice, international business logistics, and the opportunities and challenges for companies in Hong Kong and Mainland China. l. Apply contemporary technology in the international trade and logistics context. m. Recognise social responsibility and ethics in managing international trade and logistics.

<p>Subject Synopsis/ Indicative Syllabus</p>	<p>International Trade and Logistics</p> <ol style="list-style-type: none"> 1. International trade and policies: globalization and trade, protectionisms, international trade theories, international trade barriers, trade policy and intervention, customs and standards, contemporary import/ export trade practices, international trade documents, shipping and trade, WTO and trade disputes, regional trade developments (EU, US-Canada-Mexico, Belt and Road, ASEAN etc), regional trading bloc systems (e.g., RCEP, TPP). 2. International trading in practice: Fundamental for global trade, international transactions, Letter of credits, INCOTERMS, bill-of lading, trade security and standards. 3. Logistics outsourcing and the risks: IT-enabled logistics and emerging information technologies for logistics, Logistics customer services, Shipping markets and the roles of international shipping, Trends in the shipping industry, Air cargoes and intermodal freight transport. 4. Application of technology in international logistics: digitalization, artificial intelligence, blockchain, and autonomous ship, Emerging topics and corporate social responsibility issues on international logistics management. 																																						
<p>Teaching/Learning Methodology</p>	<p>The learning outcomes are achieved through a participative approach where students are:</p> <ul style="list-style-type: none"> ▪ Encouraged to think critically about real business practices and discuss their management implications with peers in the class and with the lecturer. ▪ Required to learn from lectures, case analyses, article reviews, research papers, group discussion, and interactions with the lecturer and among themselves. ▪ Develop in-depth knowledge and skills in international trade and understand the dynamism of international trade and logistics in rapid changing international business environment. <table border="1" data-bbox="456 1391 1426 1570"> <thead> <tr> <th>Teaching/Learning Methodologies</th> <th colspan="6">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <td></td> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th>f</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Tutorial</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed							a	b	c	d	e	f	Lecture	✓	✓	✓	✓	✓	✓	Tutorial	✓	✓	✓	✓	✓	✓										
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	Reading List and References	<p>Recommended reference materials</p> <p>Feenstra, Robert (2015), <i>Advanced International Trade: Theory and Evidence</i>: Princeton University Press, NJ, US.</p> <p>Verbeke, Alain, Régis Coeurderoy, and Tanja Matt (2018), "The future of international business research on corporate globalization that never was...." <i>Journal of International Business Studies</i> 49.9: 1101-1112</p> <p>Hult, G. Tomas M., Maria Alejandra Gonzalez-Perez, and Katarina Lagerström (2020) "The theoretical evolution and use of the Uppsala Model of internationalization in the international business ecosystem." <i>Journal of International Business Studies</i> 51.1: 38-49.</p>																															

	<p>Lun, Y. H. V. and Lai, K. H. (2010) <i>Shipping and Logistics Management</i>, Springer, UK. (ISBN-978-1-84882-996-1)</p> <p>Lun, Y. H. V., Lai, K. H. and Cheng, T. C. E. (2009), <i>Container Transport Management, Shipping and Transport Logistics Book Series</i>, Inderscience, Geneva, Switzerland. (ISBN 0-907776-40-X)</p> <p>Lu, C.S., Wang, Y, H, Yang, C. C, and Lin, C. C. (2019), <i>International Logistics and Supply Chain Management</i>, Tsang Hai Publishing (Taiwan), Chinese Version.</p> <p>Scholarly Journals: Maritime Business Review, International Journal of Physical Distribution and Logistics Management, Journal of Shipping and Trade</p>
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The Hong Kong Polytechnic University

Subject Description Form

Please read the notes at the end of the table carefully before completing the form.

Subject Code	LGT5429
Subject Title	Global Risk and Decision Analysis
Credit Value	3
Level	5
Pre-requisite/ Co-requisite/ Exclusion	Nil
Objectives	<p>To enable students to get familiar with different types of risks (political, legal, financial, operational etc.) in global business.</p> <p>To equip students with methods to identify, measure, and manage such risks.</p> <p>To enhance students' ability to identify opportunities and risks in the global marketplace and formulate successful international strategies.</p> <p>To provide the basic skills and conceptual understanding of the most widely applicable methodologies related to decision making and risk analysis.</p> <p>To develop a process for knowing when and how to conduct managerially relevant analysis under conditions of uncertainty, too many decision variables, and unstructured contexts, using both data and personal judgement.</p> <p>To develop a framework for understanding uncertainty and risk and methodologies for making decisions in the light of uncertainty and risk.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc in Global Business and Decision Analysis</p> <p>#2 2. learn quantitative methods and emerging analytics tools</p>
Intended Learning Outcomes <i>(Note 1)</i>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> A. Develop an understanding of global business and understand the concept of business risk. B. Use appropriate tools to identify and assess the risks that could potentially affect operations. C. Develop a conceptual understanding of commonly applied decision and risk analysis techniques in the context of global business problems. D. Apply appropriate strategies and tools available to globalized companies to mitigate and manage risk.

	<p>E. Understand the assumptions implicit in models, as well as limitations and risks involved when models are put into practice.</p> <p>F. Appreciate the power of technological elements in risk and decision analysis.</p>
<p>Subject Synopsis/ Indicative Syllabus (Note 2)</p>	<ul style="list-style-type: none"> ● Discuss the impact of globalisation on multinational businesses and the role of international organizations that affect business organizations. ● Analyse the political, legal, economic and cultural risks of multinational companies in order to develop competitive strategies in a global environment. ● Understand the basic concepts of risk analysis, decision analysis, and the relationship between them. ● Learn how to understand and interpret the basic tools of risk analysis – fault trees, event trees, and simulation models. ● Introduce classical decision analysis techniques including decision structuring, decisions under uncertainty, risk attitudes, the value of information, sensitivity analysis, Monte Carlo simulation and group decisions. ● Discuss examples to show students how to identify risks in business operations and integrate appropriate tools and knowledge to deal with the complexity of decision making under risk and uncertainty.
<p>Teaching/Learning Methodology (Note 3)</p>	<p>This subject aims to promote an understanding of the subject material and stimulate critical thinking. Students are expected to actively participate in this course and the lecturer will facilitate students’ learning through lectures, discussions, and exercises. Specifically, students are:</p> <ol style="list-style-type: none"> 1) expected to learn from lectures, group discussions, case studies, and interactions with the lecturer and with other students; 2) required to actively participate in discussions with peers and the lecturer both in class and after class on an online forum; 3) required to read the supplementary materials for every class; 4) required to complete one short assignment individually in order to think critically about elements of the subject and to demonstrate thoughtful analysis; 5) required to perform group discussions to clarify and understand important concepts and topics in this subject. <p>By the end of this subject, students are expected to develop a deeper understanding of global business and be able to appreciate contemporary issues in global business.</p> <p>The teaching method will be a combination of lectures and class discussions. Lectures will be delivered to introduce students to the basic concepts in “Global Risk and Decision Analysis” and the analytical tools for the subject. Class discussion can facilitate students’ exchange of ideas and experiences regarding the subject matter and provoke their critical thinking. After-class readings can help students build comprehensive knowledge framework related to various global business areas, and the case studies will improve students’ capability to apply appropriate tools to analyse the problem and make better decisions under uncertainty.</p>

Assessment Methods in Alignment with Intended Learning Outcomes <i>(Note 4)</i>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b	c	d	e	f
	1. Coursework	50%						
	Class participation (10%)		√	√	√		√	
	Individual assignment (15%)			√	√	√		√
	Group project (25%)		√	√	√	√	√	√
	2. Examination	50%						
	Total	100 %						
	<p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Assessment: The assessment will be based on two components:</p> <p>a) An examination will be 50% of the overall assessment. The objective of the examination is for students to review all concepts and analytical tools covered in the subject one last time.</p> <p>b) Class participation, individual assignment, and group project will contribute towards the remaining 50% in the assessment.</p>							
Student Study Effort Expected	Class contact:							
	▪ Lectures / Tutorials		39 Hrs.					
	▪		Hrs.					
	Other student study effort:							
	▪ Reading, doing exercises and cases		87 Hrs.					
	▪		Hrs.					

	Total student study effort	126 Hrs.
Reading List and References	<p>Books:</p> <p>Sheffi, Yossi (2005). <i>The Resilient Enterprise</i>, MIT Press.</p> <p>Savage, S. L. (2009). <i>The Flaw of Averages: Why We Underestimate Risk in the Face of Uncertainty</i>, Hoboken, NJ: John Wiley & Sons, Inc.</p> <p>Milanovic, B. (2016). <i>Global Inequality. A New Approach for the Age of Globalization</i>, The Belknap Press of Harvard University Press.</p> <p>Daniel Wager, Dante Disparte. (2016). <i>Global Risk Agility and Decision Making: Organizational Resilience in the Era of Man-Made Risk</i>. Palgrave Macmillan; 1st Edition.</p> <p>Robert Clemen and Terence Reilly (2014). <i>Making Hard Decisions with Decision Tools</i>, 3rd Edition, South-Western Cengage Learning.</p> <p>Bell, D. E. and A. Schleifer, Jr. (1995). <i>Decision-Making Under Uncertainty</i>, Cambridge, MA: Course Technology, Inc.</p> <p>Vincent A. W. J. Marchau, Warren E. Walker, Pieter J.T.M. Bloemen (2019). <i>Decision Making under Deep Uncertainty: From Theory to Practice</i>. Springer.</p> <p>Cliff Ragsdale. (2017) <i>Spreadsheet Modeling & Decision Analysis: A Practical Introduction to Business Analytics</i>. Cengage Learning; 8th Edition.</p> <p>Gregory S. Parnell, Terry A. Bresnick, Steven N. Tani, Eric R. Johnson. (2013) <i>Handbook of Decision Analysis</i>. John Wiley & Sons, Inc.</p> <p>Research Articles:</p> <p>Jacob W. Ulvila, Rex V. Brown. (1982) <i>Decision Analysis Comes of Age</i>. Harvard Business Review.</p> <p>Ralph L. Keeney. (1982) Feature Article - Decision Analysis: An Overview. <i>Operations Research</i>, 30(5): 803-838.</p> <p>Martin Weber, Heiko Zuchel. (2005) <i>How Do Prior Outcomes Affect Risk Attitude? Comparing Escalation of Commitment and the House-Money Effect</i>. <i>Decision Analysis</i>, Vol. 2, No. 1.</p> <p>Alen Nasic, Martin Weber. (2010) <i>How Riskily Do I Invest? The Role of Risk Attitudes, Risk Perceptions, and Overconfidence</i>. <i>Decision Analysis</i>, Vol. 7, No. 3.</p> <p>Donald L. Keefer, Craig W. Kirkwood, James L. Corner. (2004) <i>Perspective on Decision Analysis Applications, 1990-2001</i>. <i>Decision Analysis</i>, Vol. 1, No. 1.</p>	

Note 1: Intended Learning Outcomes

Intended learning outcomes should state what students should be able to do or attain upon subject completion. Subject outcomes are expected to contribute to the attainment of the overall programme outcomes.

Note 2: Subject Synopsis/Indicative Syllabus

The syllabus should adequately address the intended learning outcomes. At the same time, overcrowding of the syllabus should be avoided.

Note 3: Teaching/Learning Methodology

This section should include a brief description of the teaching and learning methods to be employed to facilitate learning, and a justification of how the methods are aligned with the intended learning outcomes of the subject.

Note 4: Assessment Method

This section should include the assessment method(s) to be used and its relative weighting, and indicate which of the subject intended learning outcomes that each method is intended to assess. It should also provide a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.

(Form AR 140) 8.2020

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	AF5104
Subject Title	International Accounting
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	None (Recommended Background Knowledge: Students should have taken courses in accounting at undergraduate level or equivalent, which cover basic knowledge in financial and managerial accounting.)
Objectives	This subject aims to provide students with knowledge about international accounting issues. It contributes to the achievement of MSc in Accountancy Programme Outcomes by enabling students to <u>apply appropriate conceptual frameworks in the complex and diversified international dimensions of accounting (Outcome 3).</u>
Intended Learning Outcomes	On successful completion of this subject, students will be able to: <ul style="list-style-type: none"> (a) evaluate the needs for convergence of accounting standards; (b) assess the impact of cross-country variation in accounting measurement and make a comparative analysis of different accounting systems; (c) critically evaluate and apply different approaches to various international financial reporting issues; and (d) develop sound analytical abilities and critical thinking on accounting issues most relevant to multinational corporations.
Subject Synopsis/ Indicative Syllabus	<p>Global Environment of Accounting Environmental and cultural factors that influence national accounting systems and lead to accounting diversity. Magnitude of and problems caused by accounting diversity. Classifications of accounting regimes.</p> <p>International Convergence of Financial Reporting Reasons for and obstacles to convergence of financial reporting. The International Accounting Standard Board. The IASB's conceptual framework and standards. Convergence of IFRS and US GAAP. Examination of some major topics of financial reporting by comparing IFRS and US GAAP. Accounting principles and accounting practices in selected developed countries.</p> <p>Significant International Financial Accounting Issues in Reporting by Multinational Corporations Accounting for foreign currency transactions. Accounting for foreign operations. International approaches to segment reporting.</p>

	<p>Strategic Accounting Issues in Multinational Corporations</p> <p>Role of accounting in formulating and implementing multinational business strategy. Multinational capital budgeting. Performance evaluation within a multinational corporation.</p>																																								
<p>Teaching/Learning Methodology</p>	<p>Seminar-based teaching will be supplemented by case studies, articles and in-class discussion. Students will be encouraged to develop and apply their updated international accounting and related knowledge for decision-making through a combination of research, presentations, individual and group projects.</p>																																								
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<p>Assessment components include written accounting cases / problems in the coursework and the final examination. These assessment components require students to demonstrate their ability to analyze accounting issues and apply appropriate conceptual frameworks in the international dimensions of accounting.</p> <table border="1" data-bbox="491 853 1444 1509"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="4">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> </tr> </thead> <tbody> <tr> <td>Class participation and discussion</td> <td>15%</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Assignment (Individual basis)</td> <td>15%</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Group Project – Presentation (Group & individual basis)</td> <td>20%</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Final Examination</td> <td>50%</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="4"></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Class participation - Students are required to actively participate in class to discuss various issues, problems and cases covered in the course.</p> <p>Assignment – Case(s) / problem(s) on evaluation of international financial reporting issues.</p> <p>Group Project – Students are required to work on a group research project and present their findings in class.</p> <p>Final examination – 3 hours examination with problems/cases that students are required to analyze accounting issues and apply appropriate conceptual frameworks in the international dimensions of accounting.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				a	b	c	d	Class participation and discussion	15%	√	√	√	√	Assignment (Individual basis)	15%	√	√	√	√	Group Project – Presentation (Group & individual basis)	20%	√	√	√	√	Final Examination	50%	√	√	√	√	Total	100 %				
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Final Examination	50%	√	√	√	√																																				
Total	100 %																																								

	<p><i>Note: The specific requirements on individual assessment components discussed above could be adjusted based on the pedagogical needs of subject lecturers.</i></p>	
<p>Student Study Effort Expected</p>	Class contact:	
	<ul style="list-style-type: none"> ▪ Seminars 	39 Hrs.
	Other student study effort:	
	<ul style="list-style-type: none"> ▪ Depends on the background of the students, on average students are expected to spend around 2 more hours for each contact hour for reading, preparing discussion questions, assignments and group project. 	78Hrs.
	Total student study effort	117 Hrs.
<p>Reading List and References</p>	<p>Doupnik, T., Finn, M., Gotti, G. and H. Perera, <i>International Accounting</i>, 5th Edition, McGraw-Hill Education.</p> <p>Nobes, C.W. and R.H. Parker, <i>Comparative International Accounting</i>, 14th Edition, Pearson.</p> <p>Other weekly reading materials will be recommended/ supplied for this course.</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	AF5108
Subject Title	Accounting for Managers
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	None
Role and Purposes	<p>This course introduces the fundamental concepts and analytical techniques on financial and managerial accounting. It contributes to the achievement by improving students' understanding on basic concepts on company's financial and managerial accounting information. Students will learn how economic transactions are recorded in accounting system and compiled into various financial statements, and students will also learn how relevant cost accounting information can be utilized in budgeting, controlling and performance evaluation. Students are expected to be able to understand the financial information provided by accounting system and apply both financial and managerial accounting information to analyze company's financial positions in a critical manner; students should also gain some preliminary insights into how entrepreneurs bring private firms into public markets through initial public offerings. Students will be able to gather both financial information and capital market information on listed companies to issue stock recommendations. They have to communicate reasoned arguments effectively, both in speech and in writing.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Operations Management</p> <p>#1: Solve business problems</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <p>Financial Accounting (FA)</p> <ol style="list-style-type: none"> a. Understand the accounting system of an organization (both profit making and non-profit making). b. Record accounting information properly and communicate with accounting information effectively. c. Understand the basic concepts and principles underlying the financial statements, and be able to interpret financial statements, including balance sheet, income statement and cash flow statement. d. Identify the characteristics of good corporate governance and apply the knowledge in analyzing the potential governance problems.

	<p>Managerial Accounting (MA)</p> <ul style="list-style-type: none"> a. Be familiar with various managerial accounting techniques such as CVP, contribution margin concepts, relevant costing, etc. b. Utilize managerial accounting information in budgeting, controlling and performance evaluation. c. Be aware of the limitation of accounting information. 																								
<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Financial Reporting Systems and Accounting Procedures Concepts and principles underlying financial statements, measuring and reporting assets and equities</p> <p>Techniques of Analyzing Financial Statements Ratio analysis, vertical analysis, horizontal analysis</p> <p>Corporate Governance Principles and issues relating to internal control</p> <p>Cost Behaviour and Decision Making Cost-volume-profit analysis, cost estimation, relevant costing</p> <p>Concept of Cost Allocation and Measurement Importance of cost allocation in understanding and interpreting cost information in business decisions.</p> <p>Management Control Process Responsibility accounting concepts, segment reporting, performance measures (i.e. ROI, Residual income), basic concepts and methods of investment appraisals</p>																								
<p>Teaching/Learning Methodology</p>	<p>Concepts and issues in the Indicative Contents are discussed in seminars. Exercises, problems and short cases are used to illustrate the concepts and issues so as to enhance students' understanding of the materials discussed. Students are expected to be interactive in classes to maximize the exchange of knowledge and opinions.</p>																								
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="509 1451 1437 1995"> <thead> <tr> <th>Specific assessment methods/tasks</th> <th>% weighting</th> <th>Financial Accounting</th> <th>Managerial Accounting</th> </tr> </thead> <tbody> <tr> <td>1. Case presentations and discussions</td> <td>15%</td> <td>√</td> <td>√</td> </tr> <tr> <td>2. Mid-term test</td> <td>25%</td> <td>√</td> <td>n.a.</td> </tr> <tr> <td>3. Participation</td> <td>10%</td> <td>√</td> <td>√</td> </tr> <tr> <td>4. Final examination</td> <td>50%</td> <td>√</td> <td>√</td> </tr> <tr> <td>Total</td> <td>100%</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Specific assessment methods/tasks	% weighting	Financial Accounting	Managerial Accounting	1. Case presentations and discussions	15%	√	√	2. Mid-term test	25%	√	n.a.	3. Participation	10%	√	√	4. Final examination	50%	√	√	Total	100%	√	√
Specific assessment methods/tasks	% weighting	Financial Accounting	Managerial Accounting																						
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Total	100%	√	√																						

	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <ol style="list-style-type: none"> 1. Students will be arranged to analyze real life business cases and present their analyses in groups which encourage students to apply concepts and techniques in business cases and problems. 2. Mid-term test and final examination are used to test students' understanding of accounting concepts and the ability to apprehend and resolve problems. 3. Participation marks are given to motivate students to think and speak out in classes. <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>	
<p>Student Study Effort Expected</p>	<p>Class contact:</p>	
	<p>Lectures / Seminars</p>	<p>39 Hrs.</p>
	<p>Other student study effort:</p>	
	<p>Assignments, projects</p>	<p>21 Hrs.</p>
	<p>Revision</p>	<p>57 Hrs.</p>
	<p>Total student study effort</p>	<p>117 Hrs.</p>
<p>Reading List and References</p>	<p>Edmonds, T.P., C.T. Edmonds, P.R. Olds, F.M. McNair, and B. Tsay, <i>Survey of Accounting</i>, Latest Edition, McGraw-Hill.</p> <p>Marshall, D.H., W.W. McManus, and D. F. Viele, <i>Accounting: What the Numbers Mean</i>, Latest Edition, McGraw-Hill</p> <p>Warren, C., <i>Survey of Accounting</i>, Latest Edition, Cengage Learning.</p> <p>Kimmel, P., D., J. Weygandt and D. Kieso, <i>Accounting, Tools for Business Decision Making</i>, Latest Edition, John Wiley & Sons, Inc.</p> <p>Kimmel, P., D., J. Weygandt and D. Kieso, <i>Accounting</i>, Latest Edition, John Wiley & Sons, Inc.</p> <p>Horngren, C., W. Harrison and L. Bamber, <i>Accounting</i>, Latest Edition, Prentice Hall.</p> <p>Horngren, C. and W. Harrison, <i>Financial and Managerial Accounting</i>, Latest Edition, Prentice Hall.</p> <p>Libby, P., R. Libby and D. Short, <i>Financial Accounting</i>, Latest Edition, McGraw- Hill.</p> <p>Wild, J., <i>Financial Accounting: Information for Decisions</i>, Latest Edition, McGrawHill Irwin.</p> <p>Williams, J., S. Haka and M. Bettner, J.V. Carcello, <i>Financial & Managerial Accounting</i>, Latest Edition, McGraw-Hill.</p> <p>Garrison, Noreen, Brewer, <i>Managerial Accounting</i>, Latest Edition, McGraw-Hill.</p> <p>Anthony, RN, Govindarajan, V, <i>Management control Systems</i>, Latest Edition, McGraw-Hill.</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	AF5326
Subject Title	Managerial Finance
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Exclusion: Financial Management (AF5318) / Corporate Finance for Executives (AF5331)/ Principles of Corporate Finance (AF5312)/ Finance for Executives (AF5327)
Objectives	This subject aims to provide students with a set of basic concepts and theories of modern corporate finance, with special emphasis on the link between theory and practice. It contributes to the achievement of the PgDPA / MPA Programme Outcomes by <u>enabling students to acquire up- to-date knowledge, concepts and theories, tools and analytical frameworks of financial management for making financial decisions and to apply them in solving practical financial problems</u> (Programme Outcome 2).
Intended Learning Outcomes	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> a. <u>use the basic principles</u> of valuation and the basic concepts and techniques of capital investment appraisal; b. <u>apply the principles</u> of portfolio theory and Capital Asset Pricing Model to determine the risk-return tradeoff and the cost of capital; c. <u>evaluate</u> the dividend policy and capital structure irrelevancy arguments and the conditions under which they are relevant; and d. <u>apply the concepts, tools and data analytical frameworks of financial decision-making</u> to solve practical financial problems.
Subject Synopsis/ Indicative Syllabus	<p>Objectives and Functions of Corporate Finance Corporate goals and financial objectives. Agency theory. Management compensation. Corporate governance. Value of the firm expressed as contingency claims. Applying data analytics in corporate decision-making.</p> <p>Principles of Valuation Time value of money. Compounding and discounting. Short-cuts of present value calculation. Valuation of shares and bonds.</p> <p>Investment Appraisal Techniques and the Limitations Payback period. Average Accounting Return. Internal rate of return. Net present value. Profitability Index. Incremental cash flows and Capital Budgeting. Investments of unequal lives.</p>

	<p>Capital Investment Appraisals Real interest versus nominal interest. Cash flow and discounted cash flow. Capital budgeting techniques. Separating investment decision from financing decision. Replacement decisions. Risk analysis and real option.</p> <p>Portfolio Theory and Capital Asset Pricing Model Concept and benefits of portfolio diversification. Systematic and diversifiable risk. Efficient portfolios. Two-Fund Separation Theorem. CAPM. Determinants and estimation of beta.</p> <p>Cost of Capital Beta. Cost of Equity. Cost of Debt. Weighted Average Cost of Capital.</p> <p>Net Working Capital Management Short-term Finance and Planning. Cash Management. Credit Management</p> <p>Efficient Market Hypothesis Competition as a driving force behind information efficiency. Weak-form, semi-strong form and strong form Efficient Market Hypothesis. Empirical evidence.</p> <p>Long-term Financing Basic features of equity and debt financing. Initial public offering: mechanism and pricing. Rights offering. Bond rating, call provisions and pricing. Types of securities issued and traded in financial markets in Hong Kong.</p> <p>Capital Structure and Dividend Decisions Issues of controversy. MM propositions, implications and limitations. Pecking Order Theory. Information content of capital structure and dividend decisions.</p> <p>Valuation and Capital Budgeting for the Levered Firm NPV analysis for financing transactions, the APV approach, the Flow to Equity approach, the WACC approach.</p> <p>Corporate Finance and Hedging Risk Forward contracts, futures contracts, swaps, valuation of derivative instruments and derivative hedging.</p>																
<p>Teaching/Learning Methodology</p>	<p>The subject will be structured around seminars where concepts and key issues will be discussed. Apart from participating in class discussions students will utilize group synergies by forming learning groups among themselves. Coursework will require students to apply the concepts and techniques they learn in the seminars to solve practical problems.</p>																
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="4">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> </tr> </thead> <tbody> <tr> <td>Participation</td> <td>10%</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				a	b	c	d	Participation	10%	√	√	√	√
Specific assessment methods/tasks	% weighting			Intended subject learning outcomes to be assessed (Please tick as appropriate)													
		a	b	c	d												
Participation	10%	√	√	√	√												

	Project	25%	√		√	√
	Mid-term test	15%	√			√
	Final examination	50%	√	√	√	√
	Total	100 %				
	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Participation – In-class discussions and participations show whether students can apply the financial methods to analyze business problems and apply the basic financial theories and present in English effectively.</p> <p>Project – Students are required to work on some case studies and present their work in class and in writing.</p> <p>Mid-term test – Closed-book mid-term test on learning outcomes a and d.</p> <p>Final examination–3-hour closed book examination with compulsory questions covering all of the intended learning outcomes.</p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on assessment concerning technology-related knowledge.</p> <p><i>Note: To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Examination components. In addition, the specific requirements on individual assessment components discussed above could be adjusted based on the pedagogical needs of subject lecturers.</i></p>					
Student Study Effort Expected	Class contact:					
	▪ 13 weeks of three-hour seminar					39 Hrs.
	Other student study effort:					
	▪ Class preparations, reading subject materials/textbook, assignments and group discussions					78Hrs.
	Total student study effort					
Reading List and References	<p><u>Textbook</u></p> <p>Ross, S.A., R.W. Westerfield, J.F. Jaffe and B.D. Jordan, <i>Corporate Finance</i>, McGraw-Hill, latest edition, McGraw-Hill.</p>					
	<p><u>References</u></p> <p>Brealey, R. A. and S. C. Myers, <i>Principles of Corporate Finance</i>, latest edition, McGraw-Hill.</p>					

	<p>Chew, D. H., <i>The New Corporate Finance: Where Theory Meets Practice</i>, latest edition, McGraw-Hill.</p> <p>McGuinness, P. <i>A Guide to the Equity Markets of Hong Kong</i>, latest edition, Oxford University Press.</p> <p>Bernstein, P.L. <i>Capital Ideas: The Improbable Origins of Modern Wall Street</i>, latest edition, Maxwell Macmillan International.</p> <p>Bernstein, P.L., <i>Capital Ideas Evolving</i>, latest edition, John Wiley & Sons.</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	AF5362
Subject Title	International Financial Management
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite / Co-requisite/ Exclusion	Pre-requisite: Principles of Corporate Finance (AF5312) <i>AND</i> Investments (AF5344)
Objectives	This subject contributes to the achievement of the Programme Outcome by developing students' ability to solve international financial problems as they present themselves in real-life situations (Outcome 2), and to formulate international financial strategies and envision their outcomes.
Intended Learning Outcomes	Upon completion of this subject, students will be able to: <ul style="list-style-type: none"> a. Understand the structure and characteristics of various international financial markets and instruments, including cryptocurrencies (Outcome 2b); b. Understand how different exchange rate systems (especially Hong Kong's currency board system) function and how they affect an economy's business environment; c. Identify the risks of business operations and entrepreneurship in an international environment and understand how these risks can be managed; d. Identify and analyze the international dimensions of the debt and equity markets, and understand their implications for a company's financing decisions and investment policies.
Subject Synopsis/ Indicative Syllabus	<p>The Foreign Exchange Market Exchange rate defined. Spot and forward markets. Interest rate parity relationships. Are cryptocurrencies currencies?</p> <p>Exchange Rate Systems Fixed vs. Floating exchange rates. How a fixed exchange rate is maintained? Pros and cons of fixed exchange rates. How does Hong Kong's currency board work?</p> <p>Exchange Rate Determination Using the interest rate parity relationship. Purchasing Power Parity considerations. Current account considerations. Fundamental approach. Technical approach. Forecasting performance of professional forecasters.</p>

	<p>Foreign Exchange Risk Management The Instruments: Foreign exchange futures and options. Transaction exposure. Economic exposure. The importance of operating exposure to entrepreneurs – even in purely domestic businesses. R&D and the management of operating exposure. The use of swaps.</p> <p>International Financial Markets: The Manager’s Perspective Cost of capital. Corporate governance. Cryptocurrencies as a medium of exchange.</p> <p>International Financial Markets: The Investor’s Perspective International portfolio investments. The benefits of international diversification. The effects of exchange rate movements. Home bias in portfolio holdings. Cryptocurrencies as an asset class.</p>																																																						
<p>Teaching/Learning Methodology</p>	<p>In the first part of most classes, the instructor will provide students with a lecture on the underlying concepts and their application in practical settings. Students will be required to participate in the lectures and class discussions, to solve analytical problems and case studies, to make presentations, and to submit written reports.</p>																																																						
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="491 918 1519 1458"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>1. Midterm Exam*</td> <td>20%</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2. Project*</td> <td>20%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>3. Class Participation</td> <td>5%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>4. Final Exam</td> <td>55%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="6"></td> </tr> </tbody> </table> <p>* The combined weight of the individual writing tasks in the Midterm Exam and the Project will be 30% of the Continuous Assessment component.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Students will be required to solve problems that test their understanding of how exchange rates are determined, the relationship between exchange rates and interest rates, the characteristics of international financial instruments, the impact of different exchange rate systems on the business and economic environment, and of what the sources of risks are in international financial transactions.</p> <p>There will also be cases and problems that test if students can make use of financial instruments and/or operational hedges to manage risks in international financial transactions, and understand the implications of the international nature of the debt and equity markets for corporate financial decisions.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d			1. Midterm Exam*	20%	✓	✓					2. Project*	20%	✓	✓	✓	✓			3. Class Participation	5%	✓	✓	✓	✓			4. Final Exam	55%	✓	✓	✓	✓			Total	100 %						
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3. Class Participation	5%	✓	✓	✓	✓																																																		
4. Final Exam	55%	✓	✓	✓	✓																																																		
Total	100 %																																																						

	<p>Note: The specific requirements on individual assessment components discussed above could be adjusted based on the pedagogical needs of subject lecturers.</p> <p>To reflect the significant technology content in this subject, 10% of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p>	
Student Study Effort Expected	Class contact:	
	▪ Lectures / Seminars	39 Hrs.
	Other student study effort:	
	▪ Problems / Cases	24 Hrs.
	▪ Midterm & Final Examinations	35 Hrs.
	▪ Preparation for presentation and written report	25 Hrs.
	Total student study effort	123 Hrs.
Reading List and References	<p><u>Textbook</u> Eun, C.S., B.G. Resnick, and T. Chuluun, <i>International Financial Management</i>, 9th Edition, McGraw-Hill, 2021.</p> <p><u>Supplementary Readings</u> Shapiro, A.C., <i>Multinational Financial Management</i>, 10th Edition, Wiley, 2014.</p> <p>Eiteman, D.K., A.I. Stonehill, and M.H. Moffet, <i>Multinational Business Finance</i>, 15th Edition, Pearson, 2019.</p> <p>Bodie, Z., A. Kane, and A.J. Marcus, <i>Essentials of Investments</i>, 11th Edition, McGraw-Hill, 2019.</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	AF5627
Subject Title	Managerial Economics with an Application to China Business
Credit Value	3
Level	5
Normal Duration	One semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>This subject provides basic knowledge and tools in managerial economics, industrial organization and business strategy, so as to develop students' ability to apply economic analysis to business decision-making in the case of China.</p> <p>This subject contributes towards the achievement of MSc in China Business Studies program outcomes by applying the framework of managerial economics and business strategy to the evaluation of market environment, assessment of relevant pricing and business strategy and their impacts on business organizations (MSc in CBS Outcome 1a), and by applying data science in the business analysis in the Chinese business environment (MSc in CBS Outcome 1b)</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Apply supply and demand analysis to determine equilibrium market outcomes and to analyse consumer and producer behavior. b. Understand the use of data-science in consumer demand estimation. c. Evaluate various pricing strategies; and d. Apply game theory to access business strategy.

<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Understanding the Functioning of Market Market Demand and Supply; Changes in Supply and Demand; Market Equilibrium; Application to markets in China.</p> <p>Consumer and Producer Behavior Data-science in Demand Estimation; Consumer Surplus; Demand; Elasticity of Demand; Production Function; Costs; Profit Maximization; Producer Surplus; Returns to Scale; Law of Diminishing Return.</p> <p>Value Capture and Pricing Strategy From Value Creation to Value Capture; Monopoly and Monopolistic Competition; Pricing Strategy; Application to China Business.</p> <p>Game Theory and Business Strategy Prisoner’s Dilemma; Dominant Strategy; Price War; Repeated Game; Game of Coordination; Application to China Business.</p> <p>Economics and Business Strategy in the Digital Age Network Economy; Pricing of Information; Lockin; Electronic markets; Application to China Business.</p>
<p>Teaching/Learning Methodology</p>	<p>This subject will be taught in both lecture and seminar formats, emphasizing key issues in managerial economics and business strategy with applications to decision-making in China business.</p>

<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<p>Specific assessment methods/tasks</p>	<p>% weighting</p>	<p>Intended subject learning outcomes to be assessed</p>					
			<p>a</p>	<p>b</p>	<p>c</p>	<p>d</p>		
	<p>1. Class Participation</p>	<p>10%</p>	<p>√</p>	<p>√</p>	<p>√</p>	<p>√</p>		
	<p>2. Group Presentation and Written Report</p>	<p>30%</p>	<p>√</p>	<p>√</p>	<p>√</p>	<p>√</p>		
	<p>3. Final Examination</p>	<p>60%</p>	<p>√</p>	<p>√</p>	<p>√</p>	<p>√</p>		
<p>Total</p>	<p>100 %</p>							
<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Class Participation – Students should read relevant lecture materials before the class and participate actively in class discussion, which helps develop the skills and acquire the knowledge and tools for business decision analysis.</p> <p>Group Presentation and Written Report – Through group discussion, students working on an assigned problem by applying the knowledge and tools learned in the lecture and associated readings, presenting it to the class and writing it up as a report. This process helps develop students’ ability to analyze key issues related to learning outcomes.</p> <p>Final Exam – Through the exam students are assessed in terms of the overall effectiveness of their command of the subject learning outcomes.</p>								

	To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.	
Student Study Effort Expected	Class contact:	
	▪ Lectures / Presentation and discussion	39 Hrs.
	Other student study effort:	
	▪ Preparation for lectures and class discussion	39 Hrs.
	▪ Preparation for assignment / project and presentation	39 Hrs.
	Total student study effort	117 Hrs.
Reading List and References	<ul style="list-style-type: none"> • Baye, Michael and Jeffrey Prince, Managerial Economics and Business Strategy, latest edition, McGraw Hill. • Mankiw, Gregory. Principles of Microeconomics, latest edition. South-Western Cengage Learning. • Shapiro, Carl and Varian, Hal. Information Rules: A Strategic Guide to the Network Economy. Harvard Business School Press. 1998. • The Economist. • The Wall Street Journal. • Financial Times. 	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	MM539
Subject Title	International Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	None
Objectives	<p>This subject contributes to the achievement of the following outcomes: (1) compare and contrast the modes of entry available to a firm evolving into a multinational enterprise;</p> <p>(2) apply knowledge to write an internationalisation project report; (3) explain why “national culture” should or should not be the driving force in designing management and organisation programs such as performance management or compensation systems;</p> <p>(4) work effectively with and through others; (5) describe methods used to analyse and assess political risk and to explain how multinational corporations (MNCs) apply those methods as they attempt to manage the level of political risk in less developed countries.</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. to examine the present economic status in the major regions of the global community; b. to analyse some of the major developments and issues in the various regions of the world; c. to apply theories and analytic frameworks and to convert into knowledge about a particular issue or condition facing a global manager, typically as it relates to the firm’s strategy or operations; d. to develop an analytical framework for assisting in the decision-making process of global managers; e. work effectively with others to complete a project in International Management.

<p>Subject Synopsis/ Indicative Syllabus</p>	<p><u>Theories of international business and internationalisation of firms</u> Drivers and theories of internationalisation; international exchange and markets-as-network; common forms of international business activities in Hong Kong, China and the region.</p> <p><u>Comparative environmental frameworks & international management issues</u> Classification of national economies and macroeconomic issues confronting international business; the role of government and management of political risks; Economic integration: trend and implications; Ownership and financial risk in international operations; Competitive advantages of nations and strategic performance of firms.</p> <p><u>Strategy and management of international business</u> International market analysis: economic and socio-cultural aspects; import/export strategy of Asian developing countries; licensing and international technology transfer; international joint venture management in Hong Kong and China context; strategic alliances: formation and relationship management for synergy; management of global sourcing, production and logistics.</p> <p><u>Coordination and control of trans-national inter-firm networks</u> Configuration and coordination of value and support activities for international competitiveness; an organic form of the organisational structure of global firms; management development and shared values; portfolio analysis and international corporate planning.</p>
<p>Teaching/Learning Methodology</p>	<p>In the first part of each class, the instructor will give students a structured lecture on the underlying theoretical framework and highlight the importance of each topical area exemplified by real-world cases. Students will be required to participate in discussion in the lectures, and undertake guided reading and case analyses, which will form the basis for student presentations in the later part of each class.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a.	b.	c.	d.	e.
	Continuous Assessment*	100%					
1. Group project	30%	✓	✓	✓	✓	✓	
2. Peer appraisal	10%					✓	
3. Participation	10%	✓	✓	✓	✓		
4. Formative video assessment	20%	✓	✓	✓			
5. Individual essay [#]	30%	✓	✓	✓	✓		
Total	100 %						
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p><i># Individual essay topics may address different outcomes</i></p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Students are expected to form teams to prepare an international business plan and give a 15-minute presentation. The assessment will enable students to develop practical, analytical, communication and interpersonal skills. Peer appraisal will be conducted on the group project.</p> <p>For participation, besides assessing students' level of involvement during class activities, students will post and comment on international issues on Personalized Learning Environment and Network (PLE&N), which is a participation-driven element.</p> <p>On the formative video assessment, students prepare news reporting videos to analyse international issues in-depth through video production and get peer feedback.</p> <p>Each student is required to submit an individual reflective essay on international business. It will need students to demonstrate critical thinking and the application of concepts.</p>							
Student Study Effort Expected	Class contact:						
	▪ Lectures						39 Hrs.
	Other student study efforts:						
	▪ Self-study						78 Hrs.

	The total student study effort	117 Hrs.
Reading List and References	<p><u>Textbook</u></p> <ul style="list-style-type: none"> ▪ Hill, C. (2022). <i>International Business: Competing in the global marketplace</i> (14e. ed.). New York, NY: McGraw-Hill Education. <p><u>Academic References</u></p> <ul style="list-style-type: none"> ▪ Luthans & Doh (2012). <i>International Management: Culture, Strategy and Behavior</i> (8th ed.). McGraw Hill. ▪ Baldwin, R.E. and Martin, P. (1999) <i>Two Waves of Globalization: Superficial Similarities, Fundamental Differences</i>, National Bureau of Economic Research: Cambridge, MA, NBER Working Paper No. 6904. ▪ Buckley, P.J. (2002) ‘Is the international business agenda running out of steam’, <i>Journal of International Business Studies</i> 33(2): 365-373. ▪ Micklethwait, J. and Wooldridge, A. (2000) <i>A Future Perfect: The Challenge and Hidden Promise of Globalization</i>, Crown Business: New York ▪ World Economic Forum, <i>Global Competitiveness Report</i> (various issues). <p><u>General References</u></p> <ul style="list-style-type: none"> ▪ <i>Asian Wall Street Journal</i>. Dow Jones & Company (Daily newspaper) ▪ <i>The Economist</i>, London, The Economist Newspaper Limited, current issues available. (Weekly magazine). ▪ <i>The Financial Times</i>, Jones Pub. Co. (Asia), Inc.(Daily newspaper). ▪ <i>Far East Economic Review</i> (Weekly magazine). 	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	MM5712
Subject Title	Marketing Management in China
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Managing Customers and Markets (MM574) or Marketing Management (MM576) or Essential Business Theories and Concepts (MM5001)
Objectives	<p>This subject is designed to develop the students' understanding of China's marketing environments, and their impacts on marketing in China. The uniqueness of China's marketing environments mainly lies in its economic, political, and cultural dimensions.</p> <p>A comparative approach will be employed wherever appropriate, comparing marketing in China and in the West, especially the United States. A cultural perspective will be taken to explain the reasons for the differences of marketing in China and the West. Specifically, it aims to:</p> <ul style="list-style-type: none"> • improve the students' understanding of the political, economic, and cultural environments in the Chinese market; • understand the Chinese consumers and organizational customers and their buying behavior; • understand the key issues of managing the Chinese markets; • formulate and evaluate marketing strategies for companies doing business in China. <p>The overall aim of this subject is to provide a comprehensive, in-depth treatment of the planning of marketing at both strategic and operational levels. At the operational level, students will be able to plan day-to-day activities. At the strategic level, they will be able to determine long-range goals and objectives, commit the firm to courses of action, and allocate resources to accomplish brand, organizational, or divisional goals.</p> <p>This subject contributes to the achievement of the MSc MM Programme Outcome 4 (Develop additional expertise in selected aspects of marketing management, chosen from: International Management; Business Analytics; E-Commerce; MM MSc Career Workshop; Marketing Management Dissertation; Marketing Management in China; Marketing Strategy; Services Marketing; Business to Business Marketing; Sales Management; Brand Management; Practice of Marketing Management; Promotion and Advertising; Technology Innovation and Management; and Social Media Marketing).</p>

Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> understand the political, economic, and cultural environments in Chinese market; appreciate the theories of culture and national culture and their applications in dealing with customers, both individual and organizational, in Chinese markets; formulate and evaluate marketing strategies (targeting, segmentation, positioning, and differentiation) and marketing mix strategies (product, pricing, channels of distribution, and promotions) in China; evaluate and propose relationship marketing strategies for inter-firm relationships in China; develop logical and critical thinking capabilities, and abilities in communications and abilities in Chinese markets. 																																																													
Subject Synopsis/ Indicative Syllabus	<p>China is undergoing economic reform, transforming from a central planning system to a market economy. This subject will address the unique political, economic, and cultural environments as the factors that have profound impacts on marketing practices in China. A comparative approach is used to contrast the cultures in China and the U.S. The impacts of culture, being manifested in various aspects of marketing, will also be contrasted in the following sections:</p> <ol style="list-style-type: none"> Understand the marketing environments in China and the environmental impacts on marketing concept and marketing orientation; Consumer and organizational buying behavior; Relationship marketing and interpersonal relations (guanxi) in China & negotiations with Chinese counterparts; Product, new product/brand management and innovations & promotion practice in China; Pricing practice, distribution & logistic in China. 																																																													
Teaching/Learning Methodology	<p>To facilitate experiential learning, case studies in China and real-life discussion will be emphasized in teaching. This approach also involves the use of case reports, application exercises, and group project to engage students in an interactive and experiential learning. Students are strongly encouraged to participate in class discussion.</p>																																																													
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" data-bbox="485 1384 1434 1957"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="5">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a.</th> <th>b.</th> <th>c.</th> <th>d.</th> <th>e.</th> </tr> </thead> <tbody> <tr> <td>Continuous Assessment*</td> <td>100%</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Class participation</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. Individual reflection</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3. Individual case report</td> <td>25%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>4. Application exercise</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>5. Group presentation</td> <td>35%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					a.	b.	c.	d.	e.	Continuous Assessment*	100%						1. Class participation	15%	✓	✓	✓	✓	✓	2. Individual reflection	10%	✓	✓	✓	✓	✓	3. Individual case report	25%	✓	✓	✓	✓	✓	4. Application exercise	15%	✓	✓	✓	✓	✓	5. Group presentation	35%	✓	✓	✓	✓	✓	Total	100 %					
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3. Individual case report	25%	✓	✓	✓	✓	✓																																																								
4. Application exercise	15%	✓	✓	✓	✓	✓																																																								
5. Group presentation	35%	✓	✓	✓	✓	✓																																																								
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	<p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject to have a balanced learning experience.</p>	
Student Study Effort Expected	Class contact:	
	▪ Lectures	39 Hrs.
	Other student study effort:	
	▪ Preparation for lectures	78Hrs.
	▪ Preparation for assignment / group project and presentation	81Hrs.
	Total student study effort	159 Hrs.
Reading List and References	<p><u>Reference Books:</u></p> <p>Tom Doctoroff, What Chinese Want: Culture, Communism, and China's Modern Consumer, Palgrave MacMillan, 2012.</p> <p>Philip Kotler, Kevin Lane Keller, Mairead Brady, Malcolm Goodman, and Torben Hansen, Marketing Management, Pearson Education, 2009.</p> <p>Philip Kotler, Kevin Lane Keller, and Taihong Lu, Marketing Management in China, Pearson Education South Asia, 2009.</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	MM576
Subject Title	Marketing Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	None
Objectives	This subject provides an introduction to the theory and practice of Marketing at a post- graduate level. The idea is to give students who may have little previous exposure to Marketing a basic working knowledge of the typical marketing environment and marketing mix: product, price, promotion and distribution. The subject is also designed to introduce students to a wide range of current topics, such as customer relationship management (CRM), brand equity management, service marketing, digital marketing, and database marketing, etc. A broad range of marketing topics is conducted with an emphasis on the concepts, which a marketing manager needs to understand in order to make effective decisions.
Intended Learning Outcomes	Upon completion of the subject, students will be able to: f. design marketing activities in an organization, and assess their impact on marketing performance in a global setting; g. develop strategies to achieve marketing objectives; h. apply market segmentation, targeting and positioning with optimal marketing mix; i. appreciate the use of latest technology in designing and implementing marketing programs j. evaluate the ethical issues that relate to marketing.
Subject Synopsis/ Indicative Syllabus	<p><u>The Scope of Marketing</u> Exchange and transactions, company orientations towards the marketplace and the fundamental marketing concepts, trends and task. Marketing ethics and social responsibilities.</p> <p><u>Developing Marketing Strategies and Plans</u> A Holistic Marketing Orientation and Customer Value. The role of marketing in strategic planning.</p> <p><u>Gathering Information and Scanning the Environment</u> Analyzing the marketing environment. The Marketing Information System.</p> <p><u>Creating Customer Value</u> Building customer value, satisfaction and loyalty and cultivating customer relationship.</p> <p><u>Analyzing Consumer and Business Markets</u> Segmentation, market targeting and positioning. Building a strong branding</p>

	<p>strategy.</p> <p><u>Developing the Marketing Mix</u> Setting the product, price, place and promotion strategies.</p> <p><u>Technology and Marketing</u> 6. The impacts of technology on marketing</p>																																																						
<p>Teaching/Learning Methodology</p>	<p>The format for the course will be class lectures, followed by case discussion and/or group presentation sessions. Besides the textbook specified in this course outline, selected journal articles will be provided to students that cover a wide range of marketing topics. The intention is to allow students to absorb viewpoints from various scholars and learn to appreciate academic research studies. Students are expected to review the articles beforehand and share their views during class discussions. Active participation is fully encouraged.</p>																																																						
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="472 725 1430 1339"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="5">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a.</th> <th>b.</th> <th>c.</th> <th>d.</th> <th>e.</th> </tr> </thead> <tbody> <tr> <td>Continuous Assessment*</td> <td>50%</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Class participation and contribution</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. Individual assignment</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>3. Group project/case presentation</td> <td>25%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100 %</td> <td colspan="5"></td> </tr> </tbody> </table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>To help students understand both the principles and practices of marketing, the students will be required to <u>analyze and write reports based on group projects and/or case studies</u>. The presentations, the reports and other written assignments will improve their <u>critical and creative thinking</u> and <u>effective communication</u>. The class discussion will also require students to demonstrate a <u>global outlook</u> and identify the <u>ethical issues</u> which arise in respect of marketing activities.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					a.	b.	c.	d.	e.	Continuous Assessment*	50%						1. Class participation and contribution	10%	✓	✓	✓	✓	✓	2. Individual assignment	15%	✓	✓	✓	✓		3. Group project/case presentation	25%	✓	✓	✓	✓	✓	Examination	50%	✓	✓	✓			Total	100 %					
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Student Study Effort Expected	Class contact:	
	▪ Lectures	39 Hrs.
	Other student study effort:	
	▪ Preparation for lectures	42Hrs.
	▪ Preparation for assignment / group project and presentation	54Hrs.
	Total student study effort	135 Hrs.
Reading List and References	<p><u>Main References</u> Kotler, P., Keller, K. L., Ang, S. H., Leong, S. M. and Tan, C. T., <i>Marketing Management: An Asian Perspective</i>, Pearson, the latest edition.</p> <p>Kotler, P., Armstrong, G., Ang, S. H., Tan, C. T., Yau, O. H-M., and Leong, S. M., <i>Principles of Marketing: An Asian Perspective</i>, Pearson, the latest edition.</p> <p>Kotlet, P., Keller, K. L. and Chernev A. <i>Marketing Management</i>, Pearson, Global edition</p> <p><u>Other References</u> Ries, Al and Trout, Jack (1986). <i>Positioning</i>, McGraw-Hill, Inc.</p> <p>Various marketing journal articles, magazine and newspaper clippings, and web information will be referenced.</p>	

