# Logistics and Maritime Management on the MOVE

2014-2015

## MSc / PgD in
## Global Supply Chain Management

Definitive Programme Document

Programme Code: 44089

We are among a small group of business schools worldwide with Triple Accreditation:

AACSB ACCREDITED · EFMD EQUIS ACCREDITED · Accredited by Association of MBAs

The Hong Kong Polytechnic University 香港理工大學

Department of Logistics & Maritime Studies 物流及航運學系

IDEAS Innovation-driven Education and Scholarship

Faculty of Business 工商管理學院

Discover · Design · Deliver

## TABLE OF CONTENTS



*Version: August 2014*

## CONTACT LIST

**For information on programme administration, please contact:**

Tel: 2766 4065 / 2766 4608
Email: mscgscm.lms@polyu.edu.hk

**For information on academic matters, please contact:**

Mr Owen Tang, Programme Manager
Tel: 2766 4782
Email: owen.tang@polyu.edu.hk

Dr Leon Li, Programme Director
Tel: 2766 7369
Email: leon.li@polyu.edu.hk

**GSCM Programme Web Page**
http://www.lms.polyu.edu.hk/en

**PolyU Student Handbook Web Page**
http://www.polyu.edu.hk/as

**Department of Logistics and Maritime Studies (LMS)**
M628, Li Ka Shing Tower
The Hong Kong Polytechnic University
Hung Hom, Kowloon
Hong Kong

Tel: 2766 4607
Fax: 2330 2704
Homepage: http://www.lms.polyu.edu.hk

## FOREWORD

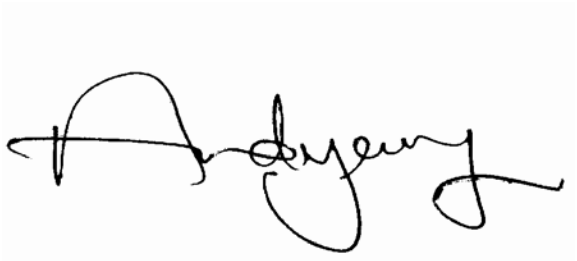
It is our pleasure to welcome you to the Master of Science/ Postgraduate Diploma in Global Supply Chain Management programme offered by the Department of Logistics and Maritime Studies at The Hong Kong Polytechnic University.

This programme prepares graduates to meet the needs of the supply chain management profession. Successful completion of this unique programme will equip you with knowledge and skills that are useful for business organizations to create value and sustain competitiveness in the supply chain field.

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



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

## The Hong Kong Polytechnic University

## Academic Calendar 2014-15 (by Semester Week)

| Month | Week | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Sem. Week | Notes |
|---|---|---|---|---|---|---|---|---|---|---|
| Aug 2014 | -- | 25 | 26 | 27 | 28 | 29 | 30 | 31 | -- | **Sep. 1: Sem. 1 commences (13 teaching weeks: 1 Sep - 29 Nov 2014)** |
| Sep | 1 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 1 | Sep. 1 - 13: Add/Drop Period for Sem. 1 |
| | 2 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 2 | Sep. 8: Mid-Autumn Festival (all evening classes suspended) / Sep. 9: The day following Mid-Autumn Festival |
| | 3 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 3 | |
| | 4 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 4 | |
| Oct | 5 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 5 | Oct. 1: The National Day / Oct. 2: Chung Yeung Festival |
| | 6 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 6 | Oct. 11: PolyU Education Info Day (all day-time and evening classes suspended) |
| | 7 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 7 | |
| | 8 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 8 | Oct. 25: Twentieth Congregation (with different conferment sessions up to Saturday, 15 November) (tentative) |
| Nov | 9 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | 9 | |
| | 10 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| | 11 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 11 | |
| | 12 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 12 | |
| | 13 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 13 | **Nov. 29: Sem. 1 teaching ends** |
| Dec | 14 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Exam. | Dec. 1 - 4: Revision Days for Sem. 1 / **Dec. 5 -20: Examination Period for Sem. 1** |
| | 15 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | Exam. | |
| | 16 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | Exam. | |
| | 17 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | ) Exam. | Dec. 25: Christmas Day / Dec. 26: The first weekday after Christmas Day |
| Jan 2015 | 18 | 29 | 30 | 31 | 1 | 2 | 3 | 4 | ) Result | Jan. 1: First Day of January |
| | 19 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | ) Processing | **Jan. 2: All subject assessment results finalised** |
| | | | | | | | | | | **Jan. 9: Finalisation of overall assessment results** |
| | 20 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 1 | **Jan. 10: Announcement of Sem. 1 overall assessment results** |
| | | | | | | | | | | **Jan. 12: Sem. 2 commences (13 teaching weeks: 12 Jan - 18 Apr 2015)** |
| | 21 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 2 | Jan. 12 - 24: Add/Drop Period for Sem. 2 |
| Feb | 22 | 26 | 27 | 28 | 29 | 30 | 31 | 1 | 3 | |
| | 23 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 4 | |
| | 24 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 5 | |
| | 25 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | Lunar New Year Break | Feb. 16 - 18: Lunar New Year Break (all day-time and evening classes suspended) / Feb. 19 - 21: Lunar New Year Holidays |
| Mar | 26 | 23 | 24 | 25 | 26 | 27 | 28 | 1 | 6 | |
| | 27 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 7 | |
| | 28 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 8 | |
| | 29 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 9 | |
| | 30 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 10 | |
| Apr | 31 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 11 | Apr. 3 - 6: Easter Holidays |
| | 32 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 12 | Apr. 7: The second day following Ching Ming Festival |
| | 33 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 13 | **Apr. 18: Sem. 2 teaching ends** |
| | 34 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | Exam. | Apr. 20 - 22: Revision Days for Sem. 2 / **Apr. 23 - May 9: Examination Period for Sem. 2** |
| May | 35 | 27 | 28 | 29 | 30 | 1 | 2 | 3 | Exam. | May 1: Labour Day |
| | 36 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Exam. | |
| | 37 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | ) Exam. | **May 18: All subject assessment results finalised** |
| | 38 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | ) Result<br>) Processing | May 25: The Buddha's Birthday |
| | | | | | | | | | | **May 26: Finalisation of overall assessment results** |
| | 39 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 1 | **May 26: Summer Term commences (7 teaching weeks: 26 May - 13 Jul 2015)** |
| | | | | | | | | | | May 26 - Jun. 1: Add/Drop Period for Summer Term |
| Jun | 40 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 2 | **May 27: Announcement of Sem. 2 overall assessment results** |
| | 41 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 3 | |
| | 42 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 4 | Jun. 20: Tuen Ng Festival |
| | 43 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 5 | |
| Jul | 44 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | Jul. 1: The HKSAR Establishment Day |
| | 45 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 7 | |
| | 46 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | Exam. | **Jul. 13: Summer Term teaching ends / Jul. 14 - 20: Examination Period for Summer Term** |
| | 47 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | ) Exam./ | |
| Aug | 48 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | ) Exam.Result | **Jul. 28: All subject assessment results finalised** |
| | 49 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | ) Processing | **Aug. 4: Finalisation of overall assessment results** |
| | | | | | | | | | | **Aug. 5: Announcement of Summer Term overall assessment results** |
| | 50 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | -- | |
| | 51 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | -- | |
| | 52 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | -- | **Aug. 30: Academic Year 2014-15 ends** |

General Holidays (tentative for 2015)

Dates of finalisation of examination results

March 2014

## PART I: GENERAL INFORMATION

### 1. PROGRAMME OVERVIEW

The MSc/PgD in Global Supply Chain Management is a unique supply chain focused postgraduate programme offered by the Department of Logistics and Maritime Studies in Hong Kong. It is designed for executives in the fields of supply chain management and logistics. The programme embodies both a sound academic theory and professional practice. The combination of Compulsory subjects and a wide range of Electives, including purchasing-related subjects, reflects the multi disciplinary nature of the business that students in the programme can pursue.

### 2. PROGRAMME AIMS AND OBJECTIVES

This programme is for executives in the fields of supply chain management and logistics. It is designed to equip them to meet current and future needs in the supply chain management profession by creating and sustaining competitiveness in the supply chain through cost, quality and efficiency.

The objectives of the programme are to:

(i) equip students with broad knowledge and skills in global supply chain management
(ii) provide students with a thorough grounding in subjects that lead to the knowledge and intellectual capability required for the understanding and critical analysis of supply chain management problems*;*
(iii) introduce to students, in a coherent and systematic way, the body of knowledge and concepts which constitute the discipline of supply chain management;
(iv) enhance students' awareness of the global supply chain management environment and the management issues;
(v) help students to develop key skills to function effectively in global supply chain management.

### 3. PROGRAMME OUTCOMES

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

(i) recognize and understand the key elements and performance impacts of supply chain management *(Addressed by LGT5015 Supply Chain Management)*;;
(ii) apply concepts needed to function efficiently in managing operations and logistics *(Addressed by LGT5061 International Logistics Management, (LGT5102) Models for Decision Making, and LGT5105 Managing Operations Systems)*;
(iii) evaluate procurement for global sourcing in international value chains *(Addressed by LGT5032 Strategic Procurement Management and LGT5034 Global Sourcing and Supply)*;
(iv) apply concepts in specialized areas of global supply chain management, as provided in the electives *(Addressed by AF5121 Strategic Value and Cost Management, LGT5001 Organizational Management in Shipping and Logistics, LGT5013 Transport Logistics in China, LGT5014 Air Transport Logistics and Management, LGT5017 Maritime Logistics, LGT5033 Lean Thinking and Practice, LGT5037 Project Management ,LGT5040 Supplier Development,*

*LGT5046 Contract Management, LGT5073 Risk Management in Operations, LGT5101 Statistics for Management, LGT5107 Total Quality Management, LGT5108 Service Operations Management, LGT5113 Enterprise Resource Planning, LGT5122 Applications of Decision Making Models, LGT5131 Warehousing and Materials Management, LGT5211 GSCM Project and LGT5215 Practice of Global Supply Chain Management )*.

## 4. ENTRANCE REQUIREMENTS

The minimum entrance requirements for both MSc and PgD awards are:

(i) An honours Bachelor's degree in business-related discipline or equivalent;

(ii) For non-business degree holders, 2-year relevant working experience or relevant background knowledge is required;

(iii) Candidates in senior management positions possessing other academic qualifications may be considered on a case-by-case basis.

Priority will be given to applicants with relevant working experience.

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 fulfill 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:
44089 Master of Science/Postgraduate Diploma in Global Supply Chain Management

Award:
Master of Science/Postgraduate Diploma in Global Supply Chain Management

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 | 1 Compulsory Subjects +<br>4 Core Subjects +<br>5 Elective Subjects |
| PgD | 18 | 1 Compulsory Subjects +<br>4 Core Subjects +<br>1 Elective Subject |

The curriculum is designed as a taught postgraduate programme. Students admitted to the Master of Science (MSc)/ Postgraduate Diploma (PgD) programme

may apply for transfer to PgD or MSc, subject to meeting the specified requirements.

Students who subsequently decide to graduate with a PgD/MSc must apply to the Department of Logistics and Maritime Studies.

5.3 Mode and Duration of Study

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 in 2 years 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:

| | **MSc** | **PgD** |
|---|---|---|
| **Normal Duration** | 2.5 years | 1.5 years |
| **Maximum Duration** | 5 years | 3 years |

5.4 Subject Offerings

**Compulsory Subject**
(1 subject – 3 credits)

LGT5015 Supply Chain Management

**Core Subjects**
(4 subjects – 12 credits)

- Choose at least 2 from:

  LGT5061 International Logistics Management
  LGT5102 Models for Decision Making
  LGT5105 Managing Operations Systems

- Choose at least 1 from:

  LGT5032 Strategic Procurement Management
  LGT5034 Global Sourcing and Supply

- Choose at least 1 from:

  LGT5152 Information Systems for Supply Chain Management
  MM544 E-Commerce

*Note: Students may take more core subjects than necessary, and they will be counted as electives.*

| **MSc** | | **PgD** | |
|---|---|---|---|
| **Elective Subjects** (any 5 subjects – 15 credits) | | **Elective Subjects** (any 1 subject – 3 credits) | |
| AF5121 | Strategic Value and Cost Management | AF5121 | Strategic Value and Cost Management |
| LGT5001 | Organizational Management in Shipping & Logistics | LGT5001 | Organizational Management in Shipping & Logistics |
| LGT5013 | Transport Logistics in China | LGT5013 | Transport Logistics in China |
| LGT5014 | Air Transport Logistics and Management | LGT5014 | Air Transport Logistics and Management |
| LGT5017 | Maritime Logistics | LGT5017 | Maritime Logistics |
| LGT5033 | Lean Thinking and Practice | LGT5033 | Lean Thinking and Practice |
| LGT5037 | Project Management | LGT5037 | Project Management |
| LGT5040 | Supplier Development | LGT5040 | Supplier Development |
| LGT5046 | Contract Management | LGT5046 | Contract Management |
| LGT5073 | Risk Management in Operations | LGT5073 | Risk Management in Operations |
| LGT5101 | Statistics for Management | LGT5101 | Statistics for Management |
| LGT5107 | Total Quality Management | LGT5107 | Total Quality Management |
| LGT5108 | Service Operations Management | LGT5108 | Service Operations Management |
| LGT5113 | Enterprise Resource Planning | LGT5113 | Enterprise Resource Planning |
| LGT5122 | Applications of Decision Making Models | LGT5122 | Applications of Decision Making Models |
| LGT5131 | Warehousing and Materials Management | LGT5131 | Warehousing and Materials Management |
| LGT5211 | GSCM Project | LGT5215 | Practice of Global Supply Chain Management |
| LGT5215 | Practice of Global Supply Chain Management | | |

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 http://www.fb.polyu.edu.hk/rpss/commonpool/ 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 Programme Curriculum and Assessment Weightings

| **Compulsory Subject** | | | | | Assessment | |
|---|---|---|---|---|---|---|
| Subject code | Subject Title | Credits | Pre-requisite | Contact Hours | Coursework % | Examination % |
| LGT5015 | Supply Chain Management | 3 | Nil | 39 | 60 | 40 |
| **Core Subjects** | | | | | Assessment | |
| Subject code | Subject Title | Credits | Pre-requisite | Contact Hours | Coursework % | Examination % |
| LGT5032 | Strategic Procurement Management | 3 | Nil | 39 | 50 | 50 |
| LGT5034 | Global Sourcing and Supply | 3 | Nil | 39 | 50 | 50 |
| LGT5061 | International Logistics Management | 3 | Nil | 39 | 50 | 50 |
| LGT5102 | Models for Decision Making | 3 | Nil | 39 | 50 | 50 |
| LGT5105 | Managing Operations Systems | 3 | Nil | 39 | 50 | 50 |
| LGT5152 | Information Systems for Supply Chain Management | 3 | Nil | 39 | 50 | 50 |
| MM544 | E-Commerce | 3 | Nil | 39 | 50 | 50 |
| **Elective Subjects** | | | | | Assessment | |
| Subject code | Subject Title | Credits | Pre-requisite | Contact Hours | Coursework % | Examination % |
| AF5121 | Strategic Value and Cost Management | 3 | Nil | 39 | 50 | 50 |
| LGT5001 | Organizational Management in Shipping and Logistics | 3 | Nil | 39 | 50 | 50 |
| LGT5013 | Transport Logistics in China | 3 | *Understand Putonghua & read simplified Chinese Characters* | 39 | 50 | 50 |
| LGT5014 | Air Transport Logistics and Management | 3 | Nil | 39 | 50 | 50 |
| LGT5017 | Maritime Logistics | 3 | Nil | 39 | 50 | 50 |
| LGT5033 | Lean Thinking and Practice | 3 | Nil | 39 | 50 | 50 |
| LGT5037 | Project Management | 3 | Nil | 39 | 50 | 50 |
| LGT5040 | Supplier Development | 3 | Nil | 39 | 50 | 50 |
| LGT5046 | Contract Management | 3 | Nil | 39 | 50 | 50 |
| LGT5073 | Risk Management in Operations | 3 | *None, but knowledge of elementary business statistics and probability will be advantageous.* | 39 | 50 | 50 |
| LGT5101 | Statistics for Management | 3 | Nil | 39 | 50 | 50 |
| LGT5107 | Total Quality Management | 3 | Nil | 39 | 50 | 50 |
| LGT5108 | Service Operations Management | 3 | *Deterministic operations research knowledge* | 39 | 100 | 0 |
| LGT5113 | Enterprise Resource Planning | 3 | Nil | 39 | 50 | 50 |
| LGT5122 | Applications of Decision Making Models | 3 | *LGT5102 (Co-requisite)* | 39 | 100 | 0 |
| LGT5131 | Warehousing and Materials Management | 3 | Nil | 39 | 50 | 50 |
| LGT5211 | GSCM Project | 6 | LGT5015 | 10 | 100 | 0 |
| LGT5215 | Practice of Global Supply Chain Management | 3 | LGT5015 | 10 | 100 | 0 |

5.6 Recommended Progress Pattern

Students are encouraged to follow the recommended progression pattern[1] to benefit from a cohort-based study and to graduate within the normal study period. However, being credit-based, the programme allows you the flexibility to proceed at your own pace according to your time commitment and learning needs, while not exceeding the prescribed maximum study period.

Under the recommended progression pattern, students are advised to take 2 subjects in each regular semester (i.e. Semester 1 & Semester 2) and 1 subject in an optional Summer Term.

5.7 Professional Recognition

Graduates of the MSc in Global Supply Chain Management have been granted full exemption from the Qualifying Examination of The Chartered Institute of Logistics and Transport in Hong Kong.

Graduates of the PgD in Global Supply Chain Management have been granted partial exemption from the Qualifying Examination of The Chartered Institute of Logistics and Transport in Hong Kong.

Graduates of the MSc in Global Supply Chain Management in the academic year 2013/14 have been granted accreditation by The Chartered Institute of Purchasing & Supply (CIPS) and may apply for the full membership. Subjects requirement and renewal of accreditation thereafter are subject to review each year.

## 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.

[1] Patterned subjects on offer are subject to change without prior notice. Students can enquire the class timetable of the semester concerned via http://www.polyu.edu.hk/student upon release of the relevant class timetable.

## 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. AS, 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

In addition to programme registration, students need to register for subjects at specified period after the commencement of the semester.

If you wish to change the subjects enrolled, you may do so through the online add/drop system 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 subjects for a semester, you must first seek approval from your Department for zero subject enrolment. Otherwise, you may 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.

If they have taken more credits, they will receive a second debit note on the remaining tuition fee about 5 weeks after the commencement of the semester. If they have taken less credits, a refund will be made.

### 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 subject to your programme offering department. Such requests will be considered by both the programme director and the subject lecturer concerned if there are strong justifications and when the tuition fee of the subject concerned has been settled. Requests for subject withdrawal will not be entertained after the commencement of the examination period for your programme.

For approved cases, a handling fee will be charged. The tuition fees paid for the withdrawn subject will be forfeited. The withdrawn subjects will still be reported in your Assessment Result Notification and Transcript of Studies although they will not be counted in GPA calculation. If the handling fee concerned is outstanding by the payment deadline, the approval given will be declared void and you are required to attend classes of this subject and complete its assessment(s) accordingly. A reinstatement fee of HK$400 will be charged if you wish to reinstate the approval for the withdrawn subject.

## 9. SUBJECT EXEMPTION AND CREDIT TRANSFER

Irrespective of the extent of previous study or credits recognized, all students studying in PolyU 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 relevant to your current programme, you may apply for subject exemption or credit transfer by using **Form AS41c**.

**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 students whose tuition fees are charged by credits, an exemption fee will be charged.

**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 2008-09, then the validity period should count from 2009 for eight years). Credits earned from previous studies should remain valid at the time when the student applies for transfer of credits. There is a limit on the maximum number of credits that could 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 cases 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.

All credits transferred will be counted for satisfying the award requirements. Transferred credits may be counted for meeting the requirements of more than one award.

## 10. RETAKING OF SUBJECTS

After the announcement of subject results in a semester, you should check whether you have failed any subject via the eStudent and arrange for retaking of the subject during subject registration.

In addition to retaking a subject due to failure, you may retake any subject for the purpose of improving your grades. These students will be accorded a lower priority for taking the concerned subjects and can only do so if places are available. Students concerned can register for such subjects during the last 2 days of the add/drop period.

When you retake a subject, only the final subject grade after the retake will be included in the calculation of the Grade Point Average (GPA) and the Grade Point Average for award classification. Although the original grade will not be included in the calculation of GPAs, it will be shown on the transcript of studies. You should refer to this 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 ENROLLMENT

If you do not wish to take any subject in a semester (including the compulsory summer term specified in this document), you must seek approval from your Department to retain your study place by submitting **Form AS112** before the start of the semester and in any case not later than the end of the add/drop period. Otherwise, your registration and student status with the University will be removed. The semesters during which you are allowed to take zero subject will be counted towards the maximum period of registration for the programme.

You will receive notification from the Department normally within 2 weeks if your application is successful. Students who have been approved for zero subject enrolment are allowed to retain their student status and continue using campus facilities and 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 illness. The deferment period will not be counted as part of the maximum period of registration.

You are required to submit an application for deferment of study via **Form AS7** 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.

Once you have been approved to defer your study, it is necessary for you to return your student identity card to the relevant office immediately and not later than two weeks after the approval of your application. If you do not return your student identity card by the deadline, the approval on your application will be withdrawn.

It is necessary for you to settle all the outstanding tuition fee 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. Alternatively, you may apply for zero subject enrolment to reserve your study place.

Upon expiry of the approved period of deferred study, you will be advised to settle the tuition fee and complete the subject registration procedures. If you do not receive such notification one week before the commencement of the Semester, you should enquire at the Academic Secretariat.

## 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 **Form AS6**. Fees paid for the semester which you are studying will not be refunded.

Your application will not be processed if you have not returned your student identity card with the application form or 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 Faculty/School Board Office will inform you in writing or via e-mail of the result of your application, normally within three weeks from the date of application.

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.

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.

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 such cases, you will not be eligible for the refund of caution money and shall not be considered for re-admission to the same programme/stream in the following academic year.

13.3 De-registration

If you are de-registered on grounds of academic failure, you must return your student identity card to the Academic Secretariat within 3 weeks upon the official release of assessment result. Failure to return the student identity card may render you not eligible for any certification of your study nor for admission in subsequent years. The caution money paid will also be confiscated. Any subsequent request for the refund of caution money by returning the student identity card after the original deadline will not be entertained.

Students who have been de-registered shall not be considered for re-admission to the same programme/stream 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.

## 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 both the continuous assessment and examination components of the subject. If a subject is assessed by only one component (either by continuous assessment or examination), then the passing grade for the subject is D.

## 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.

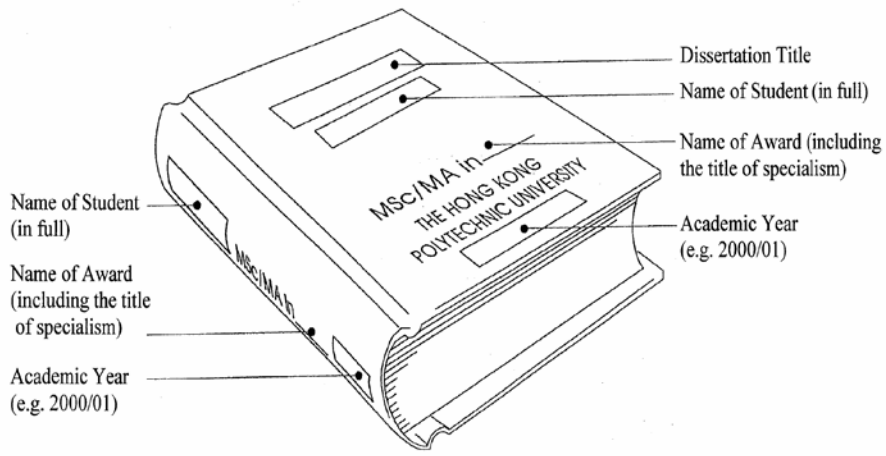
16.3 Assessment of Dissertation/Project

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.

Students are required to submit TWO case-bound copies of the dissertation to their Dissertation Coordinator via their Dissertation Supervisor within one month after the completion of the dissertation (i.e. the announcement of the assessment grade).

**Rough Sketch of a Bound Dissertation**



## 17. GRADING

Assessment grades shall be awarded on a criterion-reference basis. Students' overall performance in a subject shall be graded as follows:

| Grade | Description | Numeral Grade Point |
|---|---|---|
| A+ | Exceptionally Outstanding | 4.5 |
| A | Outstanding | 4 |
| B+ | Very Good | 3.5 |
| B | Good | 3 |
| C+ | Wholly Satisfactory | 2.5 |
| C | Satisfactory | 2 |
| D+ | Barely Satisfactory | 1.5 |
| D | Barely Adequate | 1 |
| F | Inadequate | 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 numeral 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, but 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 without any grade assigned
(v) Subjects from which a student has been allowed to withdraw

Subject which has been given an "S" subject code, i.e. absent from examination, 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 is capped at 4.0.

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 the following categories, any one of which may be regarded as grounds for de-registration from the Programme:

(i) The student has exceeded the maximum period of registration; or

(ii) The student's GPA is lower than 2.0 for two consecutive semesters and his/her Semester GPA in the second semester is below 2.0; or

(iii) The student's GPA is lower than 2.0 for three consecutive semesters.

Notwithstanding the above, the Board of Examiners will have the discretion to de-register students with extremely poor academic performance before the time specified in (ii) and (iii) above. If there are good reasons, the Board of Examiners has the discretion to recommend, for approval by the respective Faculty/School Board, that students who fall into categories (ii) or (iii) be allowed to stay on the programme.

The progression of students to the following academic year will not be affected by the GPA obtained in an optional Summer Term and that the Summer Term study does not constitute a substantial requirement for graduation.

## 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 2.0, you will be put on academic probation in the following semester. If you are able to obtain a GPA of 2.0 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 on the web assessment results. However, this status will not be displayed in the transcript of studies.

## 20. ELIGIBILITY FOR AWARD

A student would be eligible for the award of Master of Science in Global Supply Chain Management or Postgraduate Diploma in Global Supply Chain Management on satisfying ALL the conditions listed below:

(i) Accumulation of the requisite number of credits for the award, as defined in this document.

(ii) Satisfying all the "compulsory" and "elective" requirements defined.

(iii) Having a GPA of 2.0 or above at the end of the programme.

A student is required to graduate as soon as he/she satisfies all the conditions stated above. A student may take more credits than he needs to graduate on top of the prescribed credit requirements for his/her award in or before the semester within which he/she becomes eligible for award.

## 21. AWARD CLASSIFICATIONS

The following award classifications apply to your programme:

| Award Classification | GPA |
|---|---|
| Distinction | $3.7^{+}$ – 4.0 |
| Credit | $3.2^{+}$ – $3.7^{-}$ |
| Pass | 2.0 – $3.2^{-}$ |

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

Note: "+" sign denotes 'equal to and more than'; "–" sign denotes 'less than'.

## 22. 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 Lecturer concerned, in consultation with the Programme Director.

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

You are required to settle a late assessment fee before taking/completing the late assessment. If you fail to settle the fee, the result of your late assessment would be invalidated.

## 23. PROCEDURES FOR APPEAL

Students appealing against the decision on their assessment results shall pay a fee of HK$125. Payment forms are obtainable from the Academic Secretariat Service Centre. If more than one examination paper is involved, an extra fee of HK$125 shall be charged for each additional paper. This fee shall be refunded if the appeal is upheld.

A student should make his/her appeal in writing to his/her Head of Department no later than 7 working days upon the public announcement of his/her examination results, i.e. the date when the results are announced to students via the web. [For 2014-15, the announcement dates for overall results are 10 January 2015 (Semester 1), 27 May 2015 (Semester 2) and 5 August 2015 (Summer Term).] 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 Scheme Committee Chairman for Postgraduate 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 7 working days after receipt of the letter of appeal.

If the appellant is dissatisfied with the decision, he/she may then appeal in writing to the Academic Secretary within 7 working days from the date of the post-mark of the Department's reply letter . 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;
- examination/subject results appealing against; and
- grounds for appeal.

The Academic Secretary shall then refer the case to the Academic Appeals Committee, who shall determine whether there are prima facie grounds for a reconsideration of the Subject Lecturer's/SARP's/BoE's decision.

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

## 24. SIT-IN ARRANGEMENT

Subject to the following procedures and guidelines, students may be permitted to sit in on only elective subjects:

(a) **Before commencement of the elective subject, students must obtain** endorsement from the subject lecturer concerned and seek prior approval from the Programme Director;
(b) Students are required to **comply with all the assessment requirements** as prescribed by the subject lecturer concerned **except the final examination**. The subject result **will NOT be counted towards the overall GPA**; and
(c) Throughout the programme, students **can sit in on one additional Faculty of Business elective taught subject without paying tuition fee**.

## 25. DISMISSAL OF CLASS

If the subject lecturer does not show up after 30 minutes of the scheduled start time, the class is considered cancelled and appropriate follow up arrangements (e.g. rescheduled class, make-up class, etc) will be announced to students in due course.

## 26. 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

## 27. 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.

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

## PART II: SUBJECT SYLLABUSES



*Website of Common Pool Electives*

http://www.fb.polyu.edu.hk/rpss/commonpool

The subject syllabuses contained in this Definitive Programme Document are subject to review and change from time to time. The Graduate School 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.

| | |
|---|---|
| **Subject Code** | AF5121 |
| **Subject Title** | Strategic Value and Cost Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | One Semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Exclusion:<br>Strategic Value Management (LGT5039) *OR*<br>Strategic Value and Cost Management (LGT5045) |
| **Role and Purposes** | This subject aims to:<br>• Familiarize students with strategic and operational concepts of value and cost that are critical to the understanding and analysis of problems associated with managing operations and resources allocation (GSM Outcomes 2 & 4).<br>• Stimulate critical and creative thinking in the business setting by integrating the internal and external contingent variables relating to the cost of transacting that define the relationships and contracts that will best serve the business (ISS Outcome 1).<br>• Equip students with cost and management accounting problem solving skills which help them understand critically how value and cost can be strategically managed to improve efficiency and effectiveness that improve competitive advantage and operational sustainability (ISS Outcome 1; GSM Outcome 4). |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>(a) Understand and critically apply the appropriate techniques to generate information on costs and other critical success factors to help management in strategic planning and control (GSM Outcome 4).<br>(b) Suggest alternative solutions to various management decision-making problems based on their understanding of relevant cost information and other management accounting tools (ISS Outcome 1).<br>(c) Understand and critically apply the concepts and theories of strategic values and costs and their related issues, which are necessary in the efficient management of operations and resources allocation (GSM Outcome 2). |
| **Subject Synopsis/ Indicative Syllabus** | **Strategic Values and Positioning**<br>Concepts of strategic values. Value chain analysis and competitive strategy. Link between strategic positioning and cost management. Ethical standards and resolution of ethical conflicts.<br>**Understanding Costs: Concepts, Classifications and Estimations**<br>Cost and management accounting terms. Manufacturing cost flows. Cost behaviours and Cost estimation. |

<table>
<tr><td></td><td>

**Variable Costing and Cost-Volume-Profit Analysis**

Difference between absorption costing and variable costing. Breakeven analysis. Relationship between CVP and cost planning.

**Job Costing and Activity Based Costing**

Description the building block concept of costing systems. Approach to job costing. Cost allocation systems. Understanding cost drivers. Distinctive features of activity based costing.

**Budgeting**

Master budget and its strategic role to organisations. Zero-based budgeting. Incremental budgeting. Fundamental budgetary behaviour.

**Decision Making Processes and Pricing Decisions**

Fundamental concepts on decision making. Different decision making scenarios. Strategic issues in using relevant cost information. Strategic pricing. Life-cycle costing. Target costing. Theory of constraints.

**Performance Measurement**

Decentralization and responsibility centers. Segment reporting and profitability. Performance measures. The Balanced Scorecard. Linking performance measures to strategy.

**Quality Assurance and Strategic Value**

Link between quality and strategic value. Total quality management. Six Sigma approach. Costs of quality reports. Quality cost information and decision making.

</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>This course is conducted on a three-hour seminar basis, including an approximately two-hour mass lecture each week to initiate students into the ideas, concepts and techniques of the topics in the syllabus, which is then reinforced by a tutorial designed to consolidate and develop students' knowledge through practical problem solving, presentations of cases or discussions of articles relevant for the subject.</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>

<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td></td><td></td><td></td></tr>
<tr><td>1. Case Report and Presentations</td><td>15%</td><td>√</td><td>√</td><td>√</td><td></td><td></td><td></td></tr>
<tr><td>2. Participation and Attendance</td><td>10%</td><td>√</td><td>√</td><td>√</td><td></td><td></td><td></td></tr>
<tr><td>3. Quiz</td><td>25%</td><td>√</td><td>√</td><td>√</td><td></td><td></td><td></td></tr>
<tr><td>4. Final 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>
</table>

</td></tr>
</table>

| | | |
|---|---|---|
| | Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:<br>***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.*** | |
| **Student Study Effort Expected** | Class contact: | |
| | ▪ Seminars | 39 Hrs. |
| | Other student study effort: | |
| | ▪ Depends on their backgrounds, on average students are expected to spend around 2 more hours for each contact hour for reading subject materials/textbook, doing discussion questions and assignments. | 78 Hrs. |
| | Total student study effort | 117 Hrs. |
| **Reading List and References** | Blocher/Chen/Cokins/Lin, *Cost Management: A Strategic Emphasis*, most recent edition, McGraw Hill.<br>Kaplan, R. S. and A. A. Atkinson, most recent edition, *Advanced Management Accounting*, Prentice Hall.<br>Shank, K. and Govindarajan, V, most recent edition, *Strategic cost management*, Ashgate. | |

| | |
|---|---|
| **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 |
| **Role and Purposes** | To provide students with a full understanding of the organisational and human resources management in the context of international shipping and logistics. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Demonstrate relevant professional knowledge and understanding of maritime and logistics organisations, the external environment in which they operate and how they are managed.<br>b. Understand and respond to changes in global business environment with respect to the management issues of globalisation, organisational structure, cultural diversity, ethics and quality management in the context of international shipping and logistics.<br>c. Analyse the inter-relationships among and the integration of these areas within the overall student learning experience. |
| **Subject Synopsis/ Indicative Syllabus** | Logistics organisation structures; Generic organisational choices for logistics; Development of an optimal logistics organisation; Organisational issues in an international shipping and logistics context.<br>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.<br>Organisational issues in managing logistics productivity and performance, Logistics quality process, Third-party logistics, Outsourcing.<br>Regulating regimes in international shipping; Effects of OSRA 1998 and EU competition policy on international shipping. Management issues in e-commerce in relation to shipping and logistics.<br>Corporate social responsibilities. Human resources management in context, leadership and customer care. |
| **Teaching/Learning Methodology** | Lectures introduce and explain key theoretical risk-related concepts. Lectures are followed by class discussions where concepts are linked to real events in the industry through appropriate examples and their analysis.<br>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. |

**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 | | | |
| 1. Coursework | 50% | | | | | | |
| Mini-project | 40% | ✓ | ✓ | ✓ | | | |
| Presentation | 10% | ✓ | ✓ | ✓ | | | |
| 2. Examination | 50% | ✓ | ✓ | ✓ | | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

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.

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.

Students would be given regular feedback on their performance, by email or as comments on assignments submitted. *To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components*.

<table>
<tr><td rowspan="7">Student Study Effort Expected</td><td>Class contact:</td><td></td></tr>
<tr><td>▪ Lectures</td><td>26 Hrs.</td></tr>
<tr><td>▪ Seminars</td><td>13 Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>▪ Self study</td><td>45 Hrs.</td></tr>
<tr><td>▪ Coursework</td><td>42 Hrs.</td></tr>
<tr><td>Total student study effort</td><td>126 Hrs.</td></tr>
<tr><td>Reading List and References</td><td colspan="2">Rahim, M. Afzalur, Managing conflict in organizations, Transaction Publishers , 2011 , 4th Edition. Managing conflict, Boston, MA : Harvard Business School Press, c2007.<br><br>Aba-Bulgu,M. and Sardar M.N. Islam, Corporate crisis and risk management : modelling, strategies and SME application. Oxford : Elsevier, 2007.<br><br>McLean, Hamish, Crisis command : strategies for managing corporate crises, ARK Group , 2009.<br><br>Richard G. Human Resources, Renckly, Barron's Educational Series, 2011 , 3rd Edition.<br><br>Deresky, Helen (2008), International management : managing across borders and cultures : text and cases, Upper Saddle River, N.J. : Pearson Prentice Hall (6th edition).<br><br>Morschett, Dirk, Strategic international management text and cases, Springer e-books, Gabler , 2009.<br><br>Hogan-Garcia, Mikel (2007), The four skills of cultural diversity competence : a process for understanding and practice, Belmont, CA : Thomson Brooks/Cole. (3rd edition).<br><br>Pozdnakova, Alla (2008), Liner shipping and EU competition law, Wolters Kluwer.<br><br>Joint ventures, mergers and acquisitions, and capital flow, James B. Tobin and Lawrence R. Parker, editors. New York : Nova Science Publishers, 2009.<br><br>Crane, Andrew ; Matten, Dirk ; Mcwilliams, Abagail ; Moon, Jeremy ; Siegel, Donald. The Oxford Handbook of Corporate Social Responsibility;Oxford University Press , 2008<br><br>Journals:<br><br>Journal of Business Logistics<br>Human Resources Journal<br>International Journal of Physical distribution & Logistics<br>International Journal of Production Economics<br>Maritime Economics and Logistics<br>Maritime Policy and Management</td></tr>
</table>

| | |
|---|---|
| **Subject Code** | LGT5013 |
| **Subject Title** | Transport Logistics in China |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite** | Students are expected to understand Putonghua and to read simplified Chinese Characters. |
| **Role and Purposes** | To provide within an operational and business environment:<br>an advanced understanding of the market demand and supply, as well as principles and complexities of different mode of transportation in freight industry in China;<br>the advanced skills necessary to implement logistics strategy in various mode of freight transport management within a logistics company environment;<br>proactive thinking to achieve and sustain advantage in a rapidly changing business/freight operational environment in China. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Analyse macro economical and industrial situation of transport logistics in China with updated facts and numbers.<br>b. Describe the modes of logistics operation of road, water, air, and rail in China.<br>c. Gain strategic insight on how to develop logistics business within China, with deep-dive analysis into rapid developing sectors.<br>d. Examine the Chinese policy in domestics and international trade and transport and the economic relationship between China and Hong Kong.<br>e. Apply the Chinese transport and customs law.<br>f. Develop the ability to assess and evaluate the different logistics environments in China and Hong Kong. |
| **Subject Synopsis/ Indicative Syllabus** | ▪ Organisational and Principal Characteristics of Transport Logistics in China: Logistics operation of Air Transport; Logistics operation of Sea/ Inland waterway Transport; Logistics operation of Rail Transport; Logistics operation of Road Transport;<br>▪ Overview of China Trade and its impact on logistics; Commercial Transport Policy; Human Resource Management in China; Trading practice and related government organisations in China; Hong Kong/China co-operation; Future developments in China Trade.<br>▪ Customs ordinances and trade regulations; Legal framework for transport and logistics in China;<br>▪ Transport Economics. Demand and supply for freight transportation |

<table>
<tr><td></td><td>services, market structure and organization, government intervention, as well as strategic infrastructure investment in different Chinese transport sectors (air, rail, road, and sea/inland waterway).</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>Lectures introduce and explain key concepts and key sectors with case analysis. Lectures are followed by class discussions where concepts are linked to real events in the industry through appropriate examples and their analysis.<br><br>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.<br><br>
<table>
<tr><td>Teaching/Learning Methodologies</td><td colspan="6">Intended Subject Learning Outcomes to be assessed</td></tr>
<tr><td></td><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td>f</td></tr>
<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>
</table>
</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td>f</td></tr>
<tr><td>1.Coursework<br>Assignment/ case analysis</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>Total</td><td>100 %</td><td colspan="6"></td></tr>
</table>
<br>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:<br><br>
▪ Since the course focuses on transport logistics in China, case analysis and learning from practical, work-based experiences forms an important constituent of student assessment. Further, assignments and case analysis reinforce theoretical concepts learnt during the lectures and enable their applications in real-life operational situations. Final examination that assesses student’s familiarity with theoretical concepts and the ability to apply conceptual framework in case analysis.<br>
▪ Students would be given regular feedback on their performance, by email or as comments on assignments submitted.<br><br>
To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.
</td></tr>
</table>

| | | |
|---|---|---|
| **Student Study Effort Expected** | Class contact: | |
| | ▪ Lectures | 26 Hrs. |
| | ▪ Tutorials/seminars | 13 Hrs. |
| | Other student study effort: | |
| | ▪ Self study | 45 Hrs. |
| | ▪ Coursework | 42 Hrs. |
| | Total student study effort | 126 Hrs. |
| **Reading List and References** | Blauwens,Gust; Peter De Baere, Eddy van de Voorde (2006), Transport economics Antwerpen : De Boeck.<br>China freight transport report [electronic resource] / Business Monitor International London : Business Monitor International.<br>Anming Zhang et al. (2004), Air cargo in mainland China and Hong Kong / Anming Zhang ... [et al.]. Aldershot, England : Ashgate, c2004.<br>Hirst, Mike., (2008), The air transport system, Cambridge, England : Woodhead Pub.<br>Ports, cities, and global supply chains, Edited by James Wang et al., Aldershot, England : Ashgate, 2007.<br>中国物流学术前沿报告(2012--2013) / 中国物流与采购联合会, 北京市 : 中国财富出版社, 2013<br>中國物流行業發展分 析預測報告 [electronic resource] (2009)<br>《中国现代物流发展报告》，南开大学/国家发展与改革委员会，中国财富出版社，2012，2013 年版<br>《中国物流年鉴》，中国财富出版社，2012，2013 年版<br>《中国供应链管理蓝皮书》，/丁俊发主编，中国：中国物资出版社/中国财富出版社，2011， 2012，2013 年版<br>中國海關 [electronic resource] 北京 : 中國學術期刊(光盤版)電子雜誌社<br>海关报关实务 [electronic resource], 谢国娥编著. 上海 : 华东理工大学出版社, 2004.<br>中国海关监管与征 [electronic resource] / 朱新瑞主编. 中国 : 中国海洋大学出版社, 2003. | |

| | |
|---|---|
| **Subject Code** | LGT5014 |
| **Subject Title** | Air Transport Logistics and Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | To provide students with an insight and understanding of the key issues and decisions involved in the logistics operation and management of air transport in a rapidly changing regulatory environment.<br><br>To provide students with an understanding of the dynamic nature of the airline industry. Students will gain knowledge of the external forces (economic, geographic, demographic, legal, political, environmental and technological), and the internal forces (micro-economic, competitive, operational and organisational) in the market. In addition, this course will help students to develop skills for applying various applied economics and management knowledge to the air transport and logistics industry. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br><br>a. Contribute to the solution of business related problems in the aviation industry for commercial, industrial, government and non-profit making organisations;<br>b. To analyse real market data and forecast the trend in different air transport and logistics markets.<br>c. Appreciate the air transport and logistics discipline which provides a good academic and vocational foundation for a career in students' field;<br>d. Understand the basic principles of revenue management, total factor productivity analysis and various demand forecast models; |
| **Subject Synopsis/ Indicative Syllabus** | Current issues and future problems in air transport. The scheduled airline industry. Nature and determinants of airline demand. The changing regulatory environment for air transport. The air cargo industries. Air freight forwarding. The economics of air cargo. Intermodal issues for the air transport industry. Air logistics management. Airline Alliances - threats and opportunities for air cargo. Low cost airlines. Yield management in air transport. |
| **Teaching/Learning Methodology** | 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. |

**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 | | |
| 1. Coursework | 50% | ✓ | ✓ | ✓ | | | |
| 2. Final Exam | 50% | ✓ | ✓ | | ✓ | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

The coursework includes writing a project report (40%) and a group project presentation (10%). Students are required to apply some basic analytical methods and knowledge learned in this course to their project study. Examination is mainly used to test students' knowledge on economic models and calculation.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components*.

**Student Study Effort Expected**

| | |
|---|---|
| Class contact: | |
| ▪ Lectures | 39 Hrs. |
| ▪ | Hrs. |
| Other student study effort: | |
| ▪ Team Project | 42 Hrs. |
| ▪ Reading | 45 Hrs. |
| Total student study effort | 126 Hrs. |

**Reading List and References**

Button, K. and Stough, R. (2000). *Air Transport Networks: Theory and Policy Implications*, Cheltenham, Northampton, Mass.: Edward Elgar Pub.

De Neufville, R., Odoni, A., Belobaba, P. and Reynolds, T. (2013). *Airport Systems – Planning, Design and Management* (2 ed.), McGraw-Hill.

Doganis, R (2002) *Flying Off Course: The Economics of International Airlines*, Routledge.

Vasigh, B., Fleming, K. and Mackay, L. (2010), *Foundations of Airline Finance*. Ashgate

Vasigh, B., Fleming, K. and Tacker, T. (2008), *Introduction to Air Transport Economics*. Ashgate

Oum, T.H, and Yu, C. (1998) *Winning Airlines: Productivity and cost*

| | |
|---|---|
| | *competitiveness of the world's major airlines*, Kluwer Academic, Boston.<br><br>Oum, T.H., Park, J. H. and Zhang, A. (2000), *Globalization and Strategic Alliances: The Case of the Airline Industry*, Pergamon for Elsevier Science.<br><br>Wensveen, J. G. (2011). *Air Transportation: A Management Perspective* (7th ed.), Ashgate.<br><br>***Journals***<br>Air Cargo News<br>Airline Business<br>Aviation Strategy<br>Flight International<br>Aviation Economics<br>Journal of Air Transport Management<br>Journal of Air Transport World Wide |

| | |
|---|---|
| **Subject Code** | LGT5015 |
| **Subject Title** | Supply Chain Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | This course discusses the concepts, theory, models, tools, and the best practices of modern product supply chain management to help students:<br>▪ understand the strategic importance of SCM in improving a firm's competitive position in the marketplace;<br>▪ understand the key characteristics of successful supply chains and how they differ from the traditional approaches;<br>▪ gain insights into issues involved in the design, planning, and deployment of a supply chain;<br>▪ understand the impact of SCM principle on a firm's overall strategy, in particular, the impact on a firm's marketing strategy;<br>▪ understand the importance of information technologies in the integration of supply chains;<br>▪ develop fundamental skills for analyzing and managing a supply chain in an organization. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. evaluate the impact of supply chain and logistics activities on the financial performance of a firm<br>b. identify and assess the inter-actions of inventory, time, information, and financial factors in a supply chain context<br>c. recognize and understand some basic modelling approaches for supply chain design and optimization<br>d. recognize and understand the importance of the multi-organizational nature of supply chain management<br>e. recognize and understand some key issues in supply chain management and the possible approaches that can be used to tackle these issues |

<table>
<tr><td>Subject Synopsis/ Indicative Syllabus</td><td>
<ul>
<li>Logistics, supply chain, and competitive advantages</li>
<li>The role of inventory in supply chains and basic methodologies for inventory management</li>
<li>Uncertainty and risk, and how to deal with them through good inventory management approaches</li>
<li>Value of information and information sharing in supply chains</li>
<li>Distribution strategies</li>
<li>Supply chain coordination and strategic alliance</li>
<li>Procurement and outsourcing</li>
<li>Supply chain integration</li>
</ul>
</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>
Lectures to introduce concepts, theories, management issues, and methodologies.<br><br>
Case study and group discussion: 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.<br><br>
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.<br><br>
Group project to help students to recognize the key management issues in a complex real business context and develop systematic approaches and solutions to resolve the management problem .
</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td></td></tr>
<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>
</table>
*Coursework may include case studies, group projects, and individual assignments<br>
To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.
</td></tr>
</table>

| | | |
|---|---|---|
| **Student Study Effort Expected** | Class contact: | |
| | ▪ Lectures | 26 Hrs. |
| | ▪ Seminars/Tutorials/Exercises | 13 Hrs. |
| | Other student study effort: | |
| | ▪ Group discussions | 12 Hrs. |
| | ▪ Projects | 42 Hrs. |
| | ▪ Reading and homework | 33 Hrs. |
| | Total student study effort | 126 Hrs. |
| **Reading List and References** | Simchi-Levi, Kaminsky and Simchi-Levi, *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, 3rd Edition, McGraw-Hill, 2007.<br><br>Martin Christopher, *Logistics and Supply Chain Management*, 3rd Edition, Prentice Hall, 2005.<br><br>Handout reading materials | |

| | |
|---|---|
| **Subject Code** | LGT5017 |
| **Subject Title** | Maritime Logistics |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | The aim of this unit is to provide students with a full understanding of current developments in maritime transport logistics, and to enable them to identify and solve problems related to maritime transport logistics in the context of international shipping. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Demonstrate relevant professional knowledge and understanding of maritime logistics, the international maritime environment in which they operate and how they are managed.<br>b. Understand and respond to current developments of the relevant political, economical, social and technological issues and their influences on the operations and management of maritime logistics.<br>c. Analyse and integrate the inter-relationships among the various components of subject matters in shipping logistics for effective problem solving. |
| **Subject Synopsis/ Indicative Syllabus** | International seaborne trade. Maritime transportation and cargoes. Dry bulk and liquid bulk commodity logistics and services. Maritime transport terminals design and operations. Port and carrier selection. Third party shipping management. Materials handling and packaging for maritime transport. Environmental issues and international regulations on environmental protection in maritime logistics. Regulating regimes in international shipping. Issues in liner shipping. Transhipment hub, logistical networks and feeder concepts. Logistics of empty containers. Management of multimodal transport. Technologies in maritime logistics. Logistics center and free trade zone. Maritime security issues and technology. |
| **Teaching/Learning Methodology** | Lectures introduce and explain key theoretical risk-related concepts. Lectures are followed by class discussions where concepts are linked to real events in the industry through appropriate examples and their analysis.<br><br>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. |

**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 | | | |
| ***Coursework*** | | | | | | | |
| Mini-project / Presentation / quiz | 40% | ✓ | ✓ | ✓ | | | |
| Participation in discussions / Attendance | 10% | ✓ | ✓ | ✓ | | | |
| ***Examination*** | 50% | ✓ | ✓ | ✓ | | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

Since the course focuses on the maritime 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 the management of maritime logistics 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.

Students would be given regular feedback on their performance, by email or as comments on assignments submitted.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.*

| **Student Study Effort Expected** | | |
|---|---|---|
| | Class contact: | |
| | ▪ Lectures | 26 Hrs. |
| | ▪ Seminars | 13 Hrs. |
| | Other student study effort: | |
| | ▪ Self-study / research for self-learning tasks | 42 Hrs. |
| | ▪ Assignment / preparation for examination / test | 45 Hrs. |
| | Total student study effort | 126 Hrs. |

| | |
|---|---|
| **Reading List and References** | Maritime logistics : a complete guide to effective shipping and port management; Kogan Page , 2012<br><br>Container terminals and automated transport systems : logistics control issues and quantitative decision support / Hans-Otto Günther, Kap Hwan Kim, editors. Berlin : Springer-Verlag, 2005.<br><br>*Meisel, Frank, Seaside operations planning in container terminals, Springer e-books, Physica-Verlag , 2009.*<br><br>International handbook of maritime economics, Edward Elgar , 2011.<br><br>House, D.J., Cargo work for maritime operations; Oxford ; Boston : Elsevier/Butterworth-Heinemann, 2005; 7th ed.<br><br>Swadi, Dhananjay, Cargo notes, Witherby Seamanship International Ltd., 2009 , 2nd Edition.<br><br>McNicholas, Michael (2008), Maritime security : an introduction. Burlington, Mass.: Butterworth-Heinemann.<br><br>Lloyd's MIU handbook of maritime security, CRC Press ; Lloyd's MIU , 2009.<br><br>Maritime private security market responses to piracy, terrorism and waterborne security risks in the 21st century, Routledge , 2012<br><br>Pozdnakova, Alla (2008), Liner shipping and EU competition law, Wolters Kluwer.<br><br>LNG operational practice. Seamanship Intl. Ltd., 2006.<br><br>LNG operations in port areas: recommendations for management of operational risk attaching to liquefied gas tanker and terminal operations in port areas. London : Witherby, c2003<br><br>MARPOL 73/78 : articles, protocols, annexes, unified interpretations of the International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto. London : IMO, 2002.<br><br>Clean seas complying with MARPOL 73/78 MARPOL Annex I : prevention of pollution by oil**,** IDESS Interactive Technologies IDESS IT Inc. , 2010**.**Handbook of container shipping management, Vol.2: management issues in container shipping, Editors: Christel Heideloff, Thomas Pawlik, Bremen 2008.<br><br>***Journals***<br><br>Maritime Economics and Logistics Journal.<br><br>Fairplay- The International Shipping Weekly.<br><br>Maritime Policy and Management. |

| | |
|---|---|
| **Subject Code** | LGT5032 |
| **Subject Title** | Strategic Procurement Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | To ensure that students fully comprehend how procurement and supply as a key strategic business competence can impact directly on the competitive position and operational efficiency of organisations.<br><br>To enable students to understand the wider economic drivers on business and the importance of the structures of the supply and value chains in which the organisation operates and the power regimes that determine the strategic options available to them.<br><br>To establish awareness of a range of perspectives of strategic procurement management, and the importance of managers having knowledge of the range of tools available for strategic analysis and decision-making and supply chain circumstances, and the ability to understand the most appropriate tools to use in certain contingent circumstances. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Develop procurement and supply as a key strategic business competence in an organisation.<br>b. Understand and manipulate the economic drivers in the supply and value chain for the benefits of an organisation.<br>c. Apply appropriate strategic procurement tools in contingent circumstances. |
| **Subject Synopsis/ Indicative Syllabus** | Explore ways of thinking about procurement and supply chain management from a strategic perspective and the linkages among business strategy, procurement, and supply competence. Consider theories of the firm including transaction costs, asset specificity, organisational competence, business and supply management, and identify the economic drivers of business success. Examine the concepts of power and leverage and how they contribute to effective strategic and operational management of supply chains through understanding the unique structures of supply chains and the power structures embedded in them. Study the contractual and relational governances for managing buyer-supplier relationships as well as the cultural issues involved. Critically look at the methodological strengths and weaknesses in established strategic business and supply chain thinking. Identify the opportunities available to firms and public bodies, through flexible strategies, to reduce costs and add value and quality improvements to existing business processes. Consider a wide range of strategic and operational procurement and supply chain tools and techniques and understand their appropriate applications in contingent circumstances of particular supply and value chains and power regimes. |

**Teaching/Learning Methodology**

**Teaching and Learning Methods**:
The above course objectives will be achieved through a participative approach. Students are expected to assume a very active role in the learning process and the role of the lecturer will be one of a facilitator. Specifically, students are:

1) encouraged to think of real life examples and discuss their management implications with peers in the class and with the lecturer;
2) expected to learn from lectures, group discussions, case studies, and interactions with the lecturer and among themselves;
3) required to review current supply management related articles to enhance their understanding of the strategic procurement management;
4) given case studies to understand the important concepts and topic areas covered in the course.

At the end of the course, students are expected to have a clearer understanding of how strategic procurement actually works.
The teaching method will be a combination of lecture and class discussion. Lectures will be delivered to introduce students into the foundation of "Strategic Procurement Management" and an analytical framework for the subject. Class discussion will be used as a vehicle to exchange experiences and ideas in the subject matters. Assigned readings and analytical case studies will be used to consolidate and develop the students' knowledge, skills, and desire in 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 | | | |
| 1. Course Work | 50 % | ✓ | ✓ | ✓ | | | |
| 2. Examination | 50 % | ✓ | ✓ | ✓ | | | |
| | | | | | | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

**Assessment**: The assessment will be based on two components:

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.

b) Team project presentation (25%), individual assignment (20%) and class performance (5%) will in total contribute to a weight of the remaining 50% in the course.

**Guidelines to Team Project Presentation**: The objective of the team project presentation is to help students organize and apply the ideas and concepts learnt from the course in real life settings.

<table>
<tr><td></td><td colspan="2">The class is to be divided into teams of 3-7 students in each team. All members in the team are expected to be present in their presentation week for assessment purpose. The week of presentation will be informed to students on or before the 3rd lecture of the new semester. Team projects are due for submission one week on or before the presentation week.<br>If any individual has not contributed for the team works, s(he) should not append his/her name to the project presentation and report, but submit a separate report on their own. It will also be the team's responsibility to ensure that this happens. Each team member must contribute to the analysis leading to the assessed works in the course.<br><br>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.</td></tr>
<tr><td rowspan="7">Student Study Effort Expected</td><td>Class contact:</td><td></td></tr>
<tr><td>▪ Lectures</td><td>26 Hrs.</td></tr>
<tr><td>▪ Tutorials</td><td>13 Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>▪ Revision, doing exercises and cases</td><td>87 Hrs.</td></tr>
<tr><td>▪</td><td>Hrs.</td></tr>
<tr><td>Total student study effort</td><td>126 Hrs.</td></tr>
<tr><td>Reading List and References</td><td colspan="2">van Weele, A.J. (the latest edition), Purchasing and Supply Chain Management, Cengage Learning.<br><br>Burt, D.N., Dobler, D.W., and Starling, S.L. (the latest edition) World Class Supply Management: The Key to Supply Chain Management, McGraw Hill.<br><br>Cousins, P., Lamming, R., Lawson, B., and Squire, B. (the latest edition), Strategic Supply Management: Principles, Theories and Practices, Prentice Hall/ Financial Times, Harlow, England.<br><br>Cox, A., Sanderson, J. and Watson, G. (the latest edition), Power Regimes: Mapping the DNA of Business and Supply Chain Relationships, Earlsgate Press.<br><br>Erridge, A., Fee, R. and Mcllroy, J. (Eds.) (the latest edition), Best Practice Procurement: Public And Private Sector Perspectives, Gower.<br><br>Lamming, R. and Cox, A. (the latest edition), Strategic Procurement Management, Earlsgate Press.<br><br>Luo, Y. (the latest edition) Guanxi and Business, World Scientific, Singapore.<br><br>Porter, M. (the latest edition), Competitive Advantage, Free Press.<br><br>Saunders, M. (the latest edition), Strategic Purchasing and Supply Chain Management, Prentice Hall.</td></tr>
</table>

| | |
|---|---|
| **Subject Code** | LGT5033 |
| **Subject Title** | Lean Thinking and Practice |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | ▪ To provide students with a strategic overview of lean thinking philosophy and concepts.<br>▪ To enable the students to critically review the principles of lean thinking.<br>▪ To introduce students to the tools and techniques involved in identifying opportunities for 'leaning' operations and supply chain management activities in order to enhance competitive advantage. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Able to employ lean thinking concepts as a strategy to eliminate waste and improve organizational performance.<br>b. Able to apply lean concepts and tools to identify improvement areas and generate solutions in order to improve operational efficiency.<br>c. Able to undertake an efficiency improvement project with lean thinking concepts and tools, and present the project proposal professionally. |
| **Subject Synopsis/ Indicative Syllabus** | ▪ Philosophy and evolution of lean thinking<br>▪ Lean principles:<br>• Value<br>• Value stream<br>• Flow<br>• Pull<br>• Perfection<br>▪ Lean techniques<br>• Value identification techniques<br>• Value stream mapping techniques<br>• Just-in-Time and Kanban systems<br>• Lean Six-sigma<br>• Reliability and maintenance<br>▪ Current issues in lean thinking |
| **Teaching/Learning Methodology** | **Contact hours: 42 hours**<br>Concepts, theories and key issues based on the literature will be introduced to students through lectures. Case studies will be used to illustrate some application aspects and to stimulate discussions leading to context-specific knowledge. Students are required to apply the knowledge to analyze some contemporary issues in the field. |

**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 | 50% | ✓ | ✓ | ✓ | | | |
| Examination | 50% | ✓ | ✓ | | | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

Since learning outcomes 1 and 2 are concerned with knowledge of the subject area, they are to be assessed by both examination and continuous assessment.

Since learning outcome 3 is concerned with the ability to undertake an improvement project, it will be assessed by the project within the continuous assessment.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components*.

**Student Study Effort Expected**

| | |
|---|---|
| Class contact: | |
| ▪ Lectures | 39 Hrs. |
| ▪ | Hrs. |
| Other student study effort: | |
| ▪ Preparation for lectures | 45 Hrs. |
| ▪ Preparation for the assignment and project | 42 Hrs. |
| Total student study effort | 126Hrs. |

**Reading List and References**

***Books***

Womack, J., and Jones, D. (the latest edition) *Lean Thinking: Banish Waste And Create Wealth In Your Corporation*, New York, Simon and Schuster.

Womack, J., Jones, D., and Roos, D. (the latest edition) *The Machine That Changed The World*, New York, Rawson Associates.

Rich, N., Bateman, N., Esain, A., and Massey, L. (the latest edition) *Lean Evolution: Lessons from the Workplace*, Cambridge.

Tapping, D., and Shuker, T. (the latest edition) *Value Stream Management for the Lean Office*, Productivity Press.

| | |
|---|---|
| | ***Journals***<br>Journal of Operations Management<br>International Journal of Service Industry Management<br>Decision Sciences<br>International Journal of Production Economics<br>International Journal of Production Research<br>International Journal of Operations and Production Management |

| | |
|---|---|
| **Subject Code** | LGT5034 |
| **Subject Title** | Global Sourcing and Supply |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | This subject examines global sourcing decisions and development of supply network of firms in their integration of international value chains in changing business environments. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. outline the internationalization strategies of firms in changing global business environments,<br>b. examine international purchasing decisions and development of global sourcing,<br>c. evaluate global sourcing functions in context of integrated international value chains,<br>d. develop global sourcing organization and strategies for effective supply chain management,<br>e. understand the best practices and contemporary issues of global sourcing and supply |
| **Subject Synopsis/ Indicative Syllabus** | ● Global business environments and internationalization strategies of firms<br>● Role of government, regional economies and business-government relationships<br>● International competitiveness of firms, industries and nations<br>● International purchasing and governance of transactions<br>● Foreign exchange risks in international business operations<br>● Development of global supply chains and sourcing strategies of firms<br>● International R & D and business network development<br>● Supplier development in foreign markets<br>● Logistics management for global supply<br>● Integration of international value-chain functions<br>● Structural and cultural control in global business<br>● Global sourcing for effective supply chain management<br>● Best (relevant) practices of global sourcing and supply management<br>● Contemporary issues of global sourcing and supply management |
| **Teaching/Learning Methodology** | 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!). |

**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 | |
| 1. Coursework | 50% | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 2. Final examination | 50% | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

Coursework (50%):

- Team presentation and discussion to examine the development of global (25%) sourcing networks and integrated international value chains
- Individual written assignment: essay in 2500 words on topics in global sourcing management and decisions (20%)
- Class performance (5%)

Final examination (50%): 3-hour examination testing students' analytical and integrative thinking and knowledge in global sourcing and supply management

*Note: To pass this subject, students are required to obtain Grade D or above in both the Coursework and Exam components*.

**Student Study Effort Expected**

| | |
|---|---|
| Class contact: | |
| ▪ Lectures | 26 Hrs. |
| ▪ Tutorial / class discussion | 12 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** | 1. Branch, A.E. (2009), Global Supply Chain Management and International Logistics, Routledge.<br>2. Cheng, L.K. and Kierzkowski, H. (Eds) (2001), Global Production and Trade in East Asia, Kluwer.<br>3. Cattaneo, O., Gereffi, G. and Staritz, C. (Eds.) (2010), Global Value Chains in a Postcrisis World, The World Bank.<br>4. Daniels, J.D., Radebaugh, L.H. and Sullivan, D.P. (2011), International Business, Pearson.<br>5. Dicken, P. (2007), Global Shift: Mapping the Changing Contours of the World Economy, Guilford Press.<br>6. Kotabe, M. and Helsen, K. (2010), Global Marketing Management, Wiley.<br>7. Lane, C. and Probert, J. (2009), National Capitalisms, Global Production Networks, Oxford University Press.<br>8. Trent, R.J. and Roberts, L.R. (2010), Managing Global Supply Chain and Risk, J.Ross.<br>9. Burt, David N., Dobler, Donald W., and Starling, Stephen L. (2004), World Class Management, the Key to Supply Chain, Mc Graw Hill.<br>10. Arjan J. Weele, (2010), Purchasing & Supply Chain Management, Cengage Learning. |

| | |
|---|---|
| **Subject Code** | LGT5037 |
| **Subject Title** | Project Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | 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.<br><br>To provide the students key components of project management, and practical methodologies in managing projects of different natures. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Obtain the fundamental principles, concepts and techniques in project management.<br>b. Understand modern project management trend and methods.<br>c. Apply project management methodologies and techniques in enhancing business performance for organizations.<br>d. Manage projects of different natures with sound judgment and skills. |
| **Subject Synopsis/ Indicative Syllabus** | Modern project management and trends; project teams and organizational relationship; effective project communication; stakeholder analysis; project selection; project portfolio evaluation; definition and characteristics of a project; project success criteria; project management trade off; project charter; project life cycle; project plan; project scheduling; project budgeting; monitoring and progress control; risk management; project network; Work Breakdown Structure (WBS); PERT and Gantt charts; critical path analysis techniques (CPM); theory of constraint and critical chain method; resource management; cost management; contract management; project management software tools; change management; performance measurement; project closeout and project audit; management information and reporting; multiple project management. |
| **Teaching/Learning Methodology** | Lectures are designed to provide a basic grounding in principles, concepts and techniques in project management.<br><br>Tutorials provide the environment and means for student-centered learning, in the form of class discussions, case analyses, problem exercises and experience sharing. |

**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 | |
| 1.Continous assessment | 50% | √ | √ | √ | √ | | |
| 2. Final examination | 50% | √ | √ | √ | √ | | |
| | | | | | | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

Continuous assessment consists of case study, course project and homework assignment, which can assess the students' understanding in theories, techniques and principles, evaluate their ability to solve problems in real business environment.

Final examination will assess the students' understanding in theories and principles, evaluate their ability to apply methods and techniques independently.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components*.

| **Student Study Effort Expected** | | |
|---|---|---|
| | Class contact: | |
| | ▪ Lectures | 26 Hrs. |
| | ▪ Tutorials | 13 Hrs. |
| | Other student study effort: | |
| | ▪ Readings | 45 Hrs. |
| | ▪ Assignments | 42 Hrs. |
| | Total student study effort | 126Hrs. |

| | |
|---|---|
| **Reading List and References** | Gray, C.F. and Larson, E.W. (2009), Project Management: the Managerial Process. 5th Edition. McGraw-Hill.<br><br>Klastorin, T. (2004), Project Management, Tools and Trade-offs. John Wiley & Sons, Inc.<br><br>Goldratt, E.M. (1997), Critical Chain. The North River Press, Great Barrington, MA, USA.<br><br>Stevenson, N. (2004), Microsoft Project 2003 for Dummies. Wiley.<br><br>Meredith, J.R. and Mantel, S. (2006), Project Management: a Managerial Approach. John Wiley & Sons, Inc.<br><br>Thomke, S. (2007), Managing Product and Service Development: Text and Cases. McGraw-Hill.<br><br>Lister, A. (2005), Project Planning and Control. Elsevier Ltd.<br><br>PMI. (2004), A Guide to the Project Management Body of Knowledge (PMBOK Guide). Newton Square, PA, USA. |

| | |
|---|---|
| **Subject Code** | LGT5040 |
| **Subject Title** | Supplier Development |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | (1) To ensure that students fully understand how suppliers can be involved in helping themselves and their customers to compete effectively in their supply chains.<br>(2) To establish an awareness of the options, tools and techniques available for organisations to develop the capability of a supply base to meet current and future needs.<br>(3) To ensure that students are able to consider the attributes of supplier relationship options, identify their particular features, and identify when and how the chosen relationship can best be established and subsequently managed to achieve the desired business objective. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Realize the advantages of involving and developing suppliers to generate new competitive advantages in supply chain management.<br>b. Able to make use of the tools available to develop a supply base for meeting operations and strategic needs.<br>c. Able to select the most appropriate suppliers under different settings, and to determine the necessary type of relationships to be developed.<br>d. Able to assess the performance of suppliers and methods to improve suppliers' performance. |
| **Subject Synopsis/ Indicative Syllabus** | Understand the need to have a competitive global supply base to provide competitive advantage and operational sustainability. Examine the options, tools and techniques available for determining the size and structure of the supply base for each category of purchase requirement, identifying potential suppliers, deriving the criteria of ideal suppliers and determining the fit for purpose relationships and relational strategies. Identifying the most appropriate supplier development strategy dependent upon whether the relationship is collaborative or arm's-length and the certainty of transactions. Look at tools and techniques used in supplier development that encourage cooperation for mutual advantage and success. Consider options to achieve continuous quality improvement and to put in place appropriate performance management systems that recognise and incentivise performance and the sharing of technological improvements and innovation in products and processes. |

**Teaching/Learning Methodology**

Teaching Methodology adopted by Lecturer: Lecturing in accordance with the syllabus, experience sharing, comments on presentation, case discussions and tutorial.

Learning Methodology adopted by students: Classroom learning, group discussion, library visit and searching for articles and journals, group project preparation and presentation etc.

**Assessment Methods in Alignment with Intended Learning Outcomes**

| Specific assessment methods/tasks (During course) | % weighting | Intended subject learning outcomes to be assessed (Please tick as appropriate) | | | | | |
|---|---|---|---|---|---|---|---|
| | | a | b | c | d | e | |
| 1. Individual assignment | 20% | ✓ | ✓ | ✓ | ✓ | | |
| 2. Project report | 30% | ✓ | ✓ | ✓ | ✓ | | |
| 3. Examination | 50% | ✓ | ✓ | ✓ | ✓ | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

The individual assignment and group project report can both drive the students searching for more readings in library to enhance learning results.

The group project can help the students to apply learned knowledge and concepts in real practice.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.*

**Student Study Effort Expected**

| | |
|---|---|
| Class contact: | |
| ▪ Lecturing (including tutorial and project presentation) | 39 Hrs. |
| ▪ | Hrs. |
| Other student study effort: | |
| ▪ Assignments and project | 35 Hrs. |
| ▪ Self study | 52 Hrs. |
| Total student study effort | 126 Hrs. |

| | |
|---|---|
| **Reading List and References** | Bensaou, B. (1999) Portfolios of buyer-supplier relationships, *Sloan Management Review*, 40 (4).<br><br>Monczka,R.M./Handfield,R.B./Giunipero,L.C. (2009) *Purchasing and Supply Chain Management*, South-Western, Mason, OH.<br><br>Cousins,P. (1999) Supply base rationalisation: Myth or reality, *European Journal of Purchasing and Supply Management*, Vol.5.<br><br>Cousins,P./Lamming,R./Lawson,B./Squire,B. (2008) *Strategic Supply Management: Principles, Theories and Practice*, Prentice Hall.<br><br>Hines,P. (1994) *Creating World Class Suppliers: Unlocking Mutual Competitive Advantage*, London, Pitman Publishing.<br><br>Hines,P./Rich,N./Esain,A. (1998) Creating a lean supplier network: a distribution industry case, *European Journal of Purchasing and Supply Management*, Volume 4, Number 4, pp. 235-246.<br><br>Imai,K. (1986) *Kaizen*, New York, McGraw-Hill.<br><br>Lamming,R. (1993) *Beyond Partnership: Strategies for Innovation and Lean Supply*, New York, Prentice Hall.<br><br>Macbeth,D./Ferguson,N. (1994) *Partnership Sourcing: An Integrated Supply Chain Approach*, London, Pitman Publishing.<br><br>Sako, M. (1992) *Prices, Quality and Trust: Inter-firm Relations in Britain and Japan, Cambridge*, Cambridge University Press.<br><br>Watts,C./Hahn,C. (1993) Supplier development programmes: An empiric analysis, *International Journal of Purchasing and Supply Management*, Vol.29, (2). |

| | |
|---|---|
| **Subject Code** | LGT5046 |
| **Subject Title** | Contract Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | To equip students with the knowledge and understanding of the forms and management of contractual relationships, specific emphasis being placed on ways to realize purchasing objectives through legal contracting, negotiation and management. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Recognize the different stages of a standard contract, from contract formation to its conclusion (full performance, termination, or novation)<br>b. Understand the key concepts related to contract law, with special attention to that of the UCC and the Vienna Convention on International Sales of Goods<br>c. Understand the basic legal concepts in drafting commercial agreements [recognizing key points of drafting a "Joint Letter of Intent" by analyzing the legal issues discussed in *SCS Communications, Inc. v. Herrick Co., Inc*., 360 F.3d 329 (2d Cir. 2004)]<br>d. Develop and review hands-on knowledge and understanding about Contract Management and Enterprise Contract Management, including but not limited to the review of the contemporary issues of Contract Management.<br>e. Comprehend the practical approaches, applications and skills that are required for managing contracts from their inception (pre-contract negotiation) to the conclusion of the contract; organizing, discharging and executing the duties and responsibilities in Contract Management; and finally resolving disputes between the contracting parties.<br>f. Examine major issues of legal risk exposure and risk management under the contract management spectrum.<br>g. Familiar with contract management to a level that is adequate for continued self-enhancement of knowledge and practical applications of the subject. |
| **Subject Synopsis/ Indicative Syllabus** | **Legal aspects of contracting**: what are the different stages of a standard contract? (from contract formation to its conclusion (full performance, termination, or novation); what are the key concepts that can commonly find in |

<table>
<tr><td></td><td>contract law? (with special attention to that of the UCC and the Vienna Convention on International Sales of Goods); how to draft commercial agreement, with a focus on “Joint Letter of Intent”.<br><br>Dispute resolution and relationship strategies: making and defending a claim, dispute resolutions.<br><br>Overview of the management of contract: definitions and common types of business contract, understanding and importance of contract management, contract life cycle, general guidelines for contract management, major threats and critical success factors of contract management, and specific roles and responsibilities under contract management.<br><br>Pre-Contract Negotiation: understanding, objectives and phases of contract negotiation; contract negotiation power and skills; roles of negotiator and negotiation tactics.<br><br>Contract Management Framework and Practices; contract management framework and practices in context and actions.<br><br>Dispute Resolution and Management: conflict and disputes, dispute handling, alternative dispute resolution, and dispute negotiation skills.<br><br>Current Issues of Contract Management: legal risks and management, legal remedies, standard form contract, relationship management, and enterprise contract management software solutions.</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>The lectures cover the basic concepts and theories. Tutorial sessions allow students to discuss the lectures and present the application of different methods to manage contracts in smaller groups.</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td>f</td></tr>
<tr><td>Coursework</td><td>50%</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Group Presentation</td><td>25%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr>
<tr><td>Group Written Report</td><td>25%</td><td>✓</td><td>✓</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><td>✓</td><td>✓</td></tr>
</table>
</td></tr>
</table>

<table>
<tr><td></td><td>
<table>
<tr><td>Total</td><td>100 %</td><td></td></tr>
</table>
To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.
</td></tr>
<tr><td rowspan="8">Student Study Effort Expected</td><td>Class contact:</td><td></td></tr>
<tr><td>Lectures</td><td>26 Hrs.</td></tr>
<tr><td>Tutorials</td><td>13 Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>Preparation for lectures and tutorials</td><td>45 Hrs.</td></tr>
<tr><td>Preparation for coursework and final examination</td><td>42 Hrs.</td></tr>
<tr><td>Total student study effort</td><td>126 Hrs.</td></tr>
<tr><td></td><td></td></tr>
<tr><td>Reading List and References</td><td colspan="2">
<u>Main Reference Textbooks</u><br><br>
The Chartered Institute of Purchasing and Supply (2002), Project and Contract Management, CIPS<br><br>
Peter Siviglia (2013) Commercial Agreements: A Lawyer's Guide to Drafting and Negotiating, Part I. Drafting Commercial Agreements, Chapter 1. The ABC's of Drafting (COMAGREE § 1:1)<br><br>
West Law Database (2014), Law of Purchasing re “The obligation to negotiate in good faith” (LPURCH § 49:28); <u>Flight Systems, Inc. v. Electronic Data Systems Corp</u>. (1997) 112 F.3d 124; <u>SCS Communications, Inc. v. Herrick Co., Inc</u>. (2004) 360 F.3d 329<br><br>
Burt, D., Petcavage, S. and Pinkerton, R. (2010). ‘Supply management’. 8th Edition, McGraw-Hill/Irwin.<br><br>
Costintino, C.A. and Merchant, C.S. (1996). ‘Designing conflict management systems: A guide to creating productive and healthy organizations’. San Francisco: Jossey-Bass.<br><br>
Oliver, D. (2010). ‘How to negotiate effectively’. 3rd edition, Kogan Page.<br><br>
Saxena, A. (2008). ‘Enterprise contract management. A practical guide to successfully implementing an ECM solution’. J. Ross Publishing Inc., Florida.<br><br>
Yarn, D. H. (1995). ‘Dictionary of conflict resolution’. San Francisco: Jossey-Bass.<br><br>
<u>Main Reference Journals</u><br><br>
The International Association for Contract & Commercial Management<br><br>
National Contract Management Association – Journal of Contract Management
</td></tr>
</table>

| | |
|---|---|
| | Institute for Supply Management – Journal of Supply Chain Management<br><br>**<u>Legislations</u>**<br>Sale of Goods Ordinance (Cap 26) (Hong Kong)<br><br>Uniform Commercial Code (U.S.)<br><br>Vienna Convention on International Sales of Goods (international) |

| | |
|---|---|
| **Subject Code** | LGT5061 |
| **Subject Title** | International Logistics Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Exclusion** | CSE564 Transportation and Logistics<br>LGT5002 International Logistics Systems, Operations and Management |
| **Role and Purposes** | This subject aims to provide students with an understanding of the growing importance of international logistics management in the global supply chain. It provides students with an accessible overview of logistics in international settings and a fundamental knowledge of how application of international logistics management principles can help firms achieve cost and service advantages in the global marketplace. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Understand the different elements of international logistics management;<br>b. Learn the theories of international trade and their applications for international logistics management;<br>c. Recognize the importance of international logistics management on firm performance;<br>d. Acquire the analytical skills for managing international logistics activities;<br>e. Understand how the elements of international logistics management should be organized to deliver cost and service advantages for firms;<br>f. Study the issues for effective planning, control and monitoring of logistics management in international context. |
| **Subject Synopsis/ Indicative Syllabus** | Concepts and theories of international trade; International logistics environment; International logistics and competitiveness; International logistics and the roles of Hong Kong; Information management for international logistics; Globalization and the opportunities for logistics; International trade theories and practices; Logistics customer services; Intermodal transportation systems; International shipping operations and documentation; Shipping markets, Shipping costs and freight rates; Container transport chain, Air transport; Trading terms and practices; International purchasing and supply; Analysis of international opportunities; Warehousing; Logistics security issues; Environmental issues in the logistics chain; Performance evaluation in international logistics; Quality management for logistics management; Future direction in international logistics management. |
| **Teaching/Learning Methodology** | Lectures are the major teaching method used to facilitate learning. Students are able to learn both theories and applications. In addition, they can share and integrate their knowledge through case study discussions. |

**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 |
| Coursework | 50% | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Examination | 50% | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

1. Coursework

1.1. Attendance and participation (5%)

Attendance is based on the percentage of a student's attendance record. Attending lectures and participation are major means for delivering learning outcomes.

1.2. Individual assignment (20)

Students are required to work individually and apply the logistics concepts and techniques learnt from this course to answer questions related to current international logistics management issues. The format is essay-type. Assessment is based on students' understanding about the issues, their analytical skills and their writing skills.

1.3. Team project (25)

Students are expected to work as a team of three to six and apply logistics concepts and techniques learnt in this course to solve a real-life logistics case.

2. Examination (50%)

The examination questions cover some of the issues mentioned in the learning outcomes. Assessment is based on students' integration of their knowledge and thoughts.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.*

| | | |
|---|---|---|
| **Student Study Effort Expected** | Class contact: | |
| | ▪ Lecture | 26 Hrs. |
| | ▪ Tutorial | 13 Hrs. |
| | Other student study effort: | |
| | ▪ Project | 34 Hrs. |
| | ▪ Self-study | 53 Hrs. |
| | Total student study effort | 126 Hrs. |
| **Reading List and References** | Pierre David, and Stewart, Richard, (2010) International Logistics, Cengage Learning.<br><br>Hill, C. 2011. *Global Business Today*, 7th Edition, McGraw-Hill (ISBN 9780078137211)<br><br>Lai, K. H. and Cheng, T. C. E. (2009) Just-in-Time Logistics, Gower Publishing, UK. (ISBN 978-0-566-08900-8)<br><br>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)<br><br>Lun, Y. H. V. and Lai, K. H. (2010) Shipping and Logistics Management, Springer, UK. (ISBN-978-1-84882-996-1)<br><br>Stock, J. R. and Lambert, D. M. (2001) Strategic Logistics Management, 4th Edition, McGraw-Hill, New York. (ISNB 0-07-118122-9) | |

| | |
|---|---|
| **Subject Code** | LGT5073 |
| **Subject Title** | Risk Management in Operations |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/** | None, but knowledge of elementary business statistics and probability will be advantageous. |
| **Exclusion** | ISE548 Risk and Crisis Management |
| **Role and Purposes** | This subject seeks to develop the knowledge and analytical skills necessary in organizations related to logistics, maritime trade or those with a strong emphasis on operations and quality management, for making risk management decisions and ensuring business continuity, through the application of risk management principles. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Analyze risks in operations, by applying basic principles and techniques of risk management.<br>b. Comprehend risk management assessment, identify appropriate risk management solutions and to effectively implement them.<br>c. Use risk management concepts to devise appropriate risk management and business continuity (contingency) plans.<br>d. Be familiar with risk management in operations to a level that is adequate for continued self-enhancement of knowledge and practical applications of the subject. |
| **Subject Synopsis/ Indicative Syllabus** | **Introduction and Concepts in Risk Management**<br>Definitions of risk, concepts in risk management, identifying assets that need risk management, responsibility for risk management. Identification of positive and negative risks.<br>**Identifying and Managing risks**<br>Business process risks, market risks, organizational risks, socio-economic and environmental risks. Controllable and uncontrollable risks, low-frequency and random risks, management of risks.<br>**Assessing Risks**<br>Perceptions of risks, strategic and tactical approaches to risks, assessing various types of risks, Limitations of qualitative and quantitative risk assessments and the considerations for selection.<br>**Risk reduction strategies**<br>Risk management strategies: risk avoidance, risk reduction, risk acceptance, risk transfer, insurance, identification, evaluation and ranking of risk reduction measures. Overview of risk culture and risk |

attitude.

**Risk mitigation measures / Business continuity planning**

Contingency planning, crisis management, responding to disasters and risk events.

**Risk management plans**

Cost of risk management, perceptions of risk and political factors, regulations and their effects on risk management, Security threats and insurance costs.

**Safety and Security risks**

Safety and security risks, human factors, security threats to logistics / shipping, piracy, terrorism, impact of disruptions in shipping, resilience and vulnerability of shipping / logistics networks.

**International Standards and Regulatory Requirements**

International standards, regulatory requirements and best practices for business continuity.

**Teaching/Learning Methodology**

Lectures introduce and explain key theoretical risk-related concepts. Lectures are followed by class discussions where concepts are linked to real events in the industry through appropriate examples and their analysis.

Discussions 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.

**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 | | |
| **Continuous Assessment** | **50 %** | | | | | | |
| 1. Group presentation | 25 % | ✓ | ✓ | ✓ | ✓ | | |
| 2. Group written report | 25 % | ✓ | ✓ | ✓ | ✓ | | |
| **Final Examination** | **50 %** | | | | | | |
| 1. Final examination | 50 % | ✓ | ✓ | ✓ | ✓ | | |
| **Total** | **100 %** | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

Since the course focuses on risk management in operations, case analysis and learning from practical, work-based experiences forms an important constituent of student assessment. Further, assignments and class discussions reinforce theoretical concepts learnt during the lectures and enable their applications in real-life operational situations. Final examination is to assess student's familiarity with theoretical concepts and the ability to apply conceptual

<table>
<tr><td></td><td colspan="2">framework in case analysis.<br><br>Students would be given regular feedback on their performance, by email or as comments on assignments submitted.<br><br>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.</td></tr>
<tr><td rowspan="6">Student Study Effort Expected</td><td>Class contact:</td><td></td></tr>
<tr><td>▪ Lectures and Tutorials</td><td>39 Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>▪ Self study for preparing lectures, tutorials and final examination</td><td>45 Hrs.</td></tr>
<tr><td>▪ Preparation for group assignment</td><td>42 Hrs.</td></tr>
<tr><td>Total student study effort</td><td>126 Hrs.</td></tr>
<tr><td>Reading List and References</td><td colspan="2"><u>Main Reference Books</u><br><br>Blunden, T & John Thirlwell. (2010). Mastering operational risk. Harlow, England ; New York : Financial Times Prentice Hall<br><br>Devlin, E.S. (2007) Crisis management planning and execution. Boca Raton, FL: Auerbach Publications, c2007.<br><br>Haimes, Y. Y. (2004) Risk Modeling, Assessment and Management. New York: Wiley.<br><br>Handfield, R.B. & Kevin McCormack (ed.) (2008) Supply chain risk management: minimizing disruptions in global sourcing. Roca Raton, Fla.: Auerbach Publications.<br><br>Hubbard, D.W. (2009) The failure of risk management: why it's broken and how to fix it. Hoboken, N.J.: J. Wiley & Sons.<br><br>Oliver, E. Clifford. (2011) Catastrophic disaster planning and response [electronic resource].Boca Raton: CRC Press.<br><br>Trim, Peter R.J & Jack Caravelli (ed.) (2009). Strategizing resilience and reducing vulnerability. New York: Nova Science Publishers, c2009.<br><br><u>Main Reference Journals</u><br><br>Journal of Business Continuity & Emergency Planning<br>Institute of Risk Management (IRM)<br>The Public Risk Management Association, US (PRIMA)<br>The Public Risk Management Association, UK (ALARM)<br>Association of Insurance and Risk Managers</td></tr>
</table>

| | |
|---|---|
| **Subject Code** | LGT5101 |
| **Subject Title** | Statistics for Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | ▪ To introduce students to statistics as a tool for data preparation and analysis.<br>▪ To impart on students the concepts, theories and techniques of a variety of statistical methods.<br>▪ To develop students' ability and confidence in the use of statistics for preparing and analyzing data to support management decision making. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Able to use statistics for preparing and analyzing data to support management decision making<br>b. Understand the concepts, theories and techniques of a variety of managerial statistics |
| **Subject Synopsis/ Indicative Syllabus** | **Data Representation**<br>Frequency distribution; histogram; stem and leaf display; other graphical methods.<br>**Statistical Measures**<br>Measures of central tendency; measures of variability; measures of shape.<br>**Probability Concepts**<br>Sample space; simple and compound events; probability laws; Bayes' theorem; random variables.<br>**Statistical Distributions**<br>Discrete distribution; Continuous distribution; Binomial,Poisson,Normal and other distributions and their characteristics.<br>**Sampling Theory**<br>Sampling distributions; central limit theorem.<br>**Estimation**<br>Point and interval estimates; confidence intervals; significance level.<br>**Tests of Hypothesis**<br>Null and alternative hypotheses; sample size; type I and type II errors. Inference about a population; Inference about comparing two populations.<br>**Analysis of Variance**<br>One-way analysis of variance |

<table>
<tr><td></td><td>Linear Regression and Correlation<br>Least squares method; coefficient of correlation.<br><br>Multiple Regression<br>Applications of multiple regression equation; inferences about parameters.</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>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 computer package will be encouraged.</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Continuous Assessment</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>
</table>
<br>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:<br><br>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.<br><br>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.</td></tr>
<tr><td>Student Study Effort Expected</td><td>
<table>
<tr><td>Class contact:</td><td></td></tr>
<tr><td>▪ Lectures</td><td>26 Hrs.</td></tr>
<tr><td>▪ Tutorials</td><td>13 Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>▪ Reading and doing exercises</td><td>87 Hrs.</td></tr>
<tr><td>▪</td><td>Hrs.</td></tr>
<tr><td>Total student study effort</td><td>126 Hrs.</td></tr>
</table>
</td></tr>
</table>

| | |
|---|---|
| **Reading List and References** | ***Book***<br>Gerald Keller. Managerial Statistics, abbreviated, international edition, 9th edition. Cengage Learning. 2012.<br>McClave, J. T., Benson, P. G. and Sincich, T., Statistics for Business and Economics, Prentice Hall, 2013.<br><br>***References:***<br><br>Levine, D.M., Berenson, M.L. & Stephan, D., Statistics for Managers Using Microsoft Excel, 3rd edition, Prentice-Hall, 2008.<br>Journal of the American Statistical Association<br>Journal of the Royal Statistical Society<br>The Statistician |

| | |
|---|---|
| **Subject Code** | LGT5102 |
| **Subject Title** | Models for Decision Making |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Exclusion** | MGT532 Deterministic Operations Research |
| **Role and Purposes** | ▪ To introduce students to the methodology of management science as a scientific approach to managerial decision making.<br>▪ To impart on students the concepts, theories and techniques of a variety of management science methods.<br>▪ To develop students' ability and confidence in the use of management science methods for solving management decision problems. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br><br>a. Understand the methodology of management science as a scientific approach to managerial decision making.<br>b. Understand the concepts, theories and techniques of a variety of management science methods.<br>c. Develop the ability and confidence in the use of management science methods for solving management decision problems. |
| **Subject Synopsis/ Indicative Syllabus** | **Introduction**<br>Management science methodology; problem solving approaches: analytic solutions, algorithms and heuristics.<br><br>**Linear Programming**<br>Formulation; graphical solution; simplex algorithm; sensitivity analysis; applications.<br><br>**Transportation and Assignment Problems**<br>Modified simplex method; Hungarian method.<br><br>**Goal Programming**<br>Model formulations; minimising weighted sum of under and overages; pre-emptive goals; applications.<br><br>**Integer Programming**<br>Formulation; Branch and Bound method; applications.<br><br>**Network Models**<br>Minimum spanning tree problems; shortest path problems; network flow problems.<br><br>**Dynamic Programming**<br>Resource allocation problems; inventory problems; formulation; applications. |

<table>
<tr><td></td><td>Case Study<br>Application of management science models in real-life managerial decision making.</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>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.</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td></td><td></td><td></td></tr>
<tr><td>Continuous Assessment</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>
</table>
<br>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:<br><br>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.<br><br>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.
</td></tr>
<tr><td>Student Study Effort Expected</td><td>
<table>
<tr><td>Class contact:</td><td></td></tr>
<tr><td>▪ Lectures</td><td>26 Hrs.</td></tr>
<tr><td>▪ Tutorials</td><td>13 Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>▪ Revision, doing exercises and cases</td><td>87 Hrs.</td></tr>
<tr><td>▪</td><td>Hrs.</td></tr>
<tr><td>Total student study effort</td><td>126 Hrs.</td></tr>
</table>
</td></tr>
</table>

| | |
|---|---|
| **Reading List and References** | ***Reading List & References***<br><br>Anderson, D.R., Sweeney, D.J. and Williams, T.A., *An Introduction to Management Science: Quantitative Approaches to Decision Making*, latest ed., West Publishing Company.<br><br>Assad, A.A., Wasil, E.A. and Lilien, G.L., *Excellence in Management Science Practice, Eaglewood*, Prentice-Hall, latest ed.<br><br>Hillier, F.S. and Liebermann, G.J., *Introduction to Operations Research*, latest ed., McGraw-Hill.<br><br>Lapin, L.L., *Quantitative Methods for Business Decisions with Cases*, latest ed., Dryden.<br><br>Ravindran, A., Phillips, D.T. and Solberg, J.J., *Operations Research: principles and practice*, latest ed., John Wiley & Sons.<br><br>Render, B., Stair, R.M.Jr. and Greenberg, I., *Cases and Readings in Management Science*, latest ed., Allyn and Bacon.<br><br>Shogan, A.W., Management Science, Prentice-Hall, latest ed..<br>Taha, H.A., *Introduction to Operations Research*, latest ed., New York, Macmillan.<br><br>Winston, W.L., *Operations Research: Algorithms and Applications*, latest ed., Duxbury Press.<br><br>***Journals***<br><br>Asia Pacific Journal of Operational Research<br>Decision Sciences<br>European Journal of Operational Research<br>IIE Transactions<br>Interfaces<br>Journal of the Operational Research Society<br>Management Science<br>Naval Research Logistics<br>Omega - International Journal of Management Science<br>Operations Research<br>OR Insight<br>OR/MS Today |

| | |
|---|---|
| **Subject Code** | LGT5105 |
| **Subject Title** | Managing Operations Systems |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | This module introduces students to both the philosophy and the techniques of operations management. Students will understand the basic concepts and basic tools in operations management, and become familiar with the scientific methods used in daily management. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br><br>(a) Understand the terminology of operations management.<br>(b) Understand basic concepts of various areas of operations management.<br>(c) Build up basic quantitative models that are used for decision-making in operations management, including assumptions and limitations of the models. |
| **Subject Synopsis/ Indicative Syllabus** | **Introduction to Operations System**<br>The concepts, the operations functions and its relation with other business functions, particularly, strategic aspects of operations management and its relationship to major elements of business models.<br><br>**Quality Management, Quality Control and Lean Operations**<br>Total quality management; quality measurement; quality cost; quality inspection; statistical quality control; lean operations.<br><br>**Business Process Design and Reengineering**<br>Process concept; process design method; process effectiveness and efficiency; business process reengineering.<br><br>**Forecasting**<br>Objective of forecasting; logic of forecasting; qualitative and quantitative methods for forecasting; measurement and monitoring of forecasting systems.<br><br>**Capacity Planning**<br>Strategic capacity planning; equipment management; concept of total cost of ownership; volume analysis; breakeven models; decision tree analysis.<br><br>**Facility Location and Layout**<br>Factors affecting location decisions; methods for analysing location problems; facility layout problems and decision analysis in manufacturing and service sectors. |

<table>
<tr><td></td><td>

**Inventory Management**
Functions and costs of inventory management; ABC analysis; economic ordering quantity model; vendor managed inventory system; inventory replenishment systems.

**Just-in-Time Systems**
Philosophy and concept of JIT systems; pulling versus pushing production system; JIT in service industry.

**Supply Chain Management**
Concept of supply chain management; information coordination; cost and benefit of postponement; quick response; worldwide sourcing.

**Project Management**

Project and its working team; project break down; Gantt charts; project time and cost; critical tasks in projects.

</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>Concepts and techniques will be introduced through lectures. Students are required to apply the knowledge and skills to analyse and solve various realistic operations management problems in the form of case studies.</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>

<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td></td><td></td><td></td></tr>
<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="6"></td></tr>
</table>

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

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.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.*

</td></tr>
</table>

| | | |
|---|---|---|
| **Student Study Effort Expected** | Class contact: | |
| | ▪ Lectures | 26 Hrs. |
| | ▪ Tutorials | 13 Hrs. |
| | Other student study effort: | |
| | ▪ Reading and doing exercises | 87 Hrs. |
| | ▪ | Hrs. |
| | Total student study effort | 126 Hrs. |
| **Reading List and References** | ***Books***<br><br>Anupindi, R., et. al. *Managing Business Process Flows – Principle of Operations Management*, latest ed, Prentice Hall<br><br>Jacobs F.R., Chase, R.B. and Aquilano, N.J., *Operations & Supply Chain*, latest ed., McGraw Hill.<br><br>Cheng, T.C.E. and Podolsky, S. (1996), *Just-in-time Manufacturing: An Introduction*, Chapman & Hall.<br><br>Davis M.M., Aquilano N.J. and Chase R.B., *Fundamentals of Operations Management*, latest ed., McGraw Hill.<br><br>Heyl, J. E., Bushnell, J.L. and Stone, L.A. (1994), *Cases in Operations Management*, Addison-Wesley.<br><br>Johnston, R. (2003), *Cases in Operations Management*, Finance Times Prentice Hall.<br><br>Russell R.S. and Taylor B.W., *Operations Management*, latest ed., Prentice Hall.<br><br>Shafer, S.M. and Meredith, J.R. (1997), *Operations Management*, Willy.<br><br>Stevenson W.J., *Operations Management*, latest ed., McGraw Hill.<br><br>Whybark, D.C. (1989), *International Operations Management*, Irwin.<br><br>***Journals***<br><br>International Journal of Operations and Production Management<br>Journal of Operations Management<br>Management Science | |

| | |
|---|---|
| **Subject Code** | LGT5107 |
| **Subject Title** | Total Quality Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Exclusion** | ITC575 Principles of Total Quality Management |
| **Role and Purposes** | The purpose of the course is to develop hands-on knowledge and skills that are required to manage and implement any improvement projects, whether in manufacturing, service or any other opportunities. Quality management (QM) starts by taking (1) a customer focus , (2) management concepts for continual improvement, (3) analytical techniques including statistical and problem-solving methods for studying and proposing solutions to the problem, and (4) a clear improvement roadmap.<br><br>Our goal is to provide theory, tools and experiential insight into how these aspects can be successfully applied in managing quality. Lecturer is advised to use a mixture of lectures and in-class exercises/discussions to develop a richer understanding of the material.<br><br>Specifically, students are to learn:<br><br>▪ The principles of TQM in both theories and practice.<br>▪ The major techniques in TQM adoption.<br>▪ Applying TQM principles and techniques through quality improvement projects/activities. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br><br>a. Able to apply TQM principles and techniques to assess and improve organizational and business process efficiency and effectiveness.<br>b. Able to practice TQM to improve customer satisfaction and achieve higher strategic as well as performance goals. |
| **Subject Synopsis/ Indicative Syllabus** | The interfaces of quality of product/service, quality of process and quality of management with specific topics including:<br><br>▪ Concepts and dimensions of quality of product and service<br>▪ Maintenance, Kaizen and Innovation<br>▪ Voice of Customer and Market<br>▪ Lean concepts including Value Stream and Waste Reduction<br>▪ Fundamental and advance tools and techniques in quality improvement<br>▪ Measures of Quality and Quality Management<br>▪ Supplier quality audit and partnership sourcing<br>▪ Quality Management System of ISO:9000 and related topics<br>▪ Current issues on TQM. |

<table>
<tr><td>Teaching/Learning Methodology</td><td>Contact hours: 42 hours<br>Concepts, theories and key issues based on the literature will be introduced to students through lectures. Case studies will be used to illustrate some application aspects and to stimulate discussions leading to context-specific knowledge. Students are required to apply the knowledge to analyse some contemporary issues in the field.</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Continuous Assessment</td><td>50%</td><td>✓</td><td>✓</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><td></td><td></td></tr>
<tr><td>Total</td><td>100 %</td><td colspan="6"></td></tr>
</table>
<br>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:<br><br>The achievement of the two learning outcomes will be dependent on students' knowledge in conceptual theories and ability to apply quality management techniques.<br><br>Since examination is effective in assessing the knowledge level in conceptual theories and continuous assessment is effective in assessing the ability in applying techniques, both methods will be needed to assess the two outcomes of this subject.<br><br>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.</td></tr>
<tr><td>Student Study Effort Expected</td><td>
<table>
<tr><td>Class contact:</td><td></td></tr>
<tr><td>▪ Lectures</td><td>39 Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>▪ Preparation for lectures</td><td>42 Hrs.</td></tr>
<tr><td>▪ Preparation for assignments</td><td>45 Hrs.</td></tr>
<tr><td>Total student study effort</td><td>126Hrs.</td></tr>
</table>
</td></tr>
</table>

| | |
|---|---|
| **Reading List and References** | ***Books***<br>Foster, S.T. (the latest edition), *Managing Quality: Integrating The Supply Chain*, Pearson Education.<br>Besterfield, D.H., Besterfield-Michna, C., Besterfield, G.H. and Besterfield-Sacre, M. (the latest edition), *Total Quality Management*, Prentice-Hall.<br>Goetsch, D.L. and Davis, S.B. (the latest edition), *Quality Management: Introduction to Quality Management for Production, Processing and Services*, Prentice Hall.<br>Imai, Masaaki, (the latest edition), Gemba Kaizen, McGraw Hill<br>***Journals***<br>Asia-Pacific Journal of Quality Management<br>International Journal of Quality and Reliability Management<br>International Journal of Service Industry Management<br>Journal of Operations Management<br>Harvard Business Reivew |

| | |
|---|---|
| **Subject Code** | LGT5108 |
| **Subject Title** | Service Operations Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite** | Deterministic operations research knowledge, such as linear programming, networks, dynamic programming, is a must. Stochastic modeling knowledge is a plus, but not compulsory. |
| **Role and Purposes** | This elective subject will look at the operations in a service organization and will consider decisions that managers have to make to increase profit. These decisions range from strategic (where to locate, what to sell, etc) to operational (how to schedule the workforce on a weekly basis, how to reduce the waiting time of the customers, etc.). This subject will emphasise realistic business projects by use of case studies. It will also provide a basis to discuss problems encountered in the organizations that students work in. In general, the subject is intended to enable students to better anticipate, recognise, analyse, and improve some of the more influential characteristics and decision making processes of service operations they are likely to encounter. Fundamental to these skills is the ability to observe and understand systems.<br><br>These objectives may be summarised as follows:<br>▪ Apply fundamental concepts of operations management to service operations;<br>▪ Analyse service operations to identify key processes, critical success factors, limitations and opportunities;<br>▪ Synthesise effective and achievable plans of action to maximise achievement of the organization's goals.<br><br>By the end of this elective subject, students will have:<br>▪ developed their understanding of those aspects of management particularly important to service-providing as opposed to goods-producing organizations;<br>▪ been encouraged to think analytically about services;<br>▪ acquired a number of conceptual and empirical tools for enhancing the performance of service-providing organizations;<br>▪ an understanding of the nature of service quality and how organizations might go about improving the quality of their service.<br><br>Apart from the main aim of the course, which is content-related, the course is also designed to give students an opportunity to practice and develop their skills in a number of important areas. These areas are report writing, presentation technique, teamwork, and the ability to communicate ideas clearly, logically and enthusiastically. |

<table>
<tr><td>Subject Learning Outcomes</td><td>Upon completion of the subject, students will be able to:<br><br>a. Able to understand the nature of service operations<br>b. Able to improve Service Operational efficiency by applying OM theories</td></tr>
<tr><td>Subject Synopsis/ Indicative Syllabus</td><td>Understanding Services<br>The role of services; service quality; service strategy.<br><br>Understanding Customers<br>Customer satisfaction; customer relationship management.<br><br>Designing the Service Enterprise<br>Design of the service process; supporting facility; service facility location; service encounter.<br><br>Managing Service Operations<br>Forecasting demand; managing waiting lines; capacity planning; managing facilitating goods; service supply chain management.<br><br>Toward World-Class Service<br>Growth and expansion.<br><br>Case Studies</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>Contact hours: 3 hours per week<br><br>This elective subject provides an opportunity for students trained in Operations Management to apply their knowledge in service organizations. The subject is heavily based on discussion, group work, cases, a variety of exercises and other materials. The basic knowledge necessary for these activities will be previewed during the first couple of weeks during the lectures. Students are expected to have the necessary background for this preview (please see the pre-requisite subject knowledge above). For the rest of the lectures, a student-centred, independent approach to learning will be adopted so that students accept some responsibility for their own learning.</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Case Studies</td><td>30%</td><td>✓</td><td>✓</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Test</td><td>30%</td><td>✓</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Project Assignments</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>
</table>
</td></tr>
</table>

<table>
<tr><td></td><td colspan="2">Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: The assessments are mainly based on case studies and project assignments. However, a test is needed to ensure a basic understanding of the key topics of students.<br><br>To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment.</td></tr>
<tr><td rowspan="7">Student Study Effort Expected</td><td>Class contact:</td><td></td></tr>
<tr><td>▪ Lectures</td><td>39 Hrs.</td></tr>
<tr><td>▪</td><td>Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>▪ Self Study</td><td>87 Hrs.</td></tr>
<tr><td>▪</td><td>Hrs.</td></tr>
<tr><td>Total student study effort</td><td>126 Hrs.</td></tr>
<tr><td>Reading List and References</td><td colspan="2"><u>Books</u><br><br>Fitzsimmons, J.A. and M.J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 4th Edition, McGraw Hill, 2008.<br><br>Glynn, W.J. and J.G. Barnes, Understanding Service Management, John Wiley, 1995.<br><br>Haksever, C., B.Render, R.S. Russell and R.G. Murdick, Service Management and Operations, 2nd Edition, Prentice Hall, 2000.<br><br>Johnston, R. and G. Clark, Service Operations Management, Prentice Hall, 2001.<br><br>Schmenner, R.W., Service Operations Management, Prentice Hall, 1995.<br><br>Schroeder, R.G., Operations Management: Decision Making in the Operations Function, 4th edition, McGraw-Hill, 2007.<br><br><u>Journals</u><br><br>European Journal of Operational Research<br><br>Interfaces<br><br>Journal of the Operational Research Society<br><br>Management Science<br><br>Manufacturing and Service Operations Management<br><br>Operations Research</td></tr>
</table>

| | |
|---|---|
| **Subject Code** | LGT5113 |
| **Subject Title** | Enterprise Resource Planning |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil |
| **Role and Purposes** | To enable students to:<br>• Understand the basic concepts and issues of ERP systems;<br>• be able to discuss issues in the current IT environment for ERP systems; and<br>• Develop students' ability and confidence in planning and executing ERP projects.<br>• Be familiar with the basic usage of ERP systems |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br><br>a. A grasp of basic concepts and issues of ERP systems<br>b. A basic understanding of the adoption of ERP systems to enhance operational efficiency<br>c. A basic understanding of ERP planning and implementation<br>d. A grasp of basic functions and usages of ERP systems |

**Subject Synopsis/ Indicative Syllabus**

| Topics | Sub-topics | Tutorial Topics |
|---|---|---|
| Introduction to ERP, and System and Technology Background | Introduction to the course Introduction to ERP and ERP Life Cycle | Tutorial 1: SAP Demonstration, UAC Registration, Opening Survey |
| | ERP Market Awareness-History, Present, and Future | Tutorial 3: SAP Startup and Navigation |
| Business Process Management and ERP | Business Functions and Business Process Business Process Modelling | Tutorial 2: Business Process Modeling |
| Management with ERP systems (Part 1) | Business Data Management in ERP | Tutorial 4: Master Data in SAP |
| | Sales and marketing management with ERP | Tutorials 5&6: Sales and Distribution in SAP (1)(2) |
| | Accounting and finance management with ERP | Tutorial 6: Accounting and Controlling in SAP |
| ERP Life Cycle (Part 1) | ERP Initiatives | |
| | ERP Selection | |
| Management with ERP systems (Part 2) | Procurement management with ERP | Tutorial 7: Material Management in SAP |
| | Production Management with ERP | Tutorial 8: Production Planning in SAP |
| ERP Life Cycle (Part 2) | ERP Implementation | |
| Project Presentation and Course Review | ERP After-Implementation | |
| | Course Review | |

**Teaching/Learning Methodology**

- During lectures, basic concepts of ERP and ERP systems will be introduced, and case studies will be discussed.
- During tutorials, students will be guided to practice applications and usages of ERP systems in a computer lab.

**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 | | |
| 1. Coursework | 50% | | ✓ | ✓ | ✓ | | |
| 2. Examination | 50% | ✓ | ✓ | ✓ | | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

The coursework includes a series of tutorial exercises of using ERP systems, assignments and case studies, and a group project about ERP implementation in real business. They are used to assess the intended outcomes 1-4. The final exam is based on questions relevant to basic concepts of ERP and a case study about the ERP life cycle, which are relevant to intended outcomes 1-3.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components*.

**Student Study Effort Expected**

| | |
|---|---|
| Class contact: | |
| ▪ Lecture | 26 Hrs. |
| ▪ Tutorials | 13 Hrs. |
| Other student study effort: | |
| ▪ Group Project | 45 Hrs. |
| ▪ Self-Study | 42 Hrs. |
| Total student study effort | 126 Hrs. |

**Reading List and References**

Monk, Ellen and Wagner, Bret J., *Concepts in Enterprise Resource Planning*, 4th Edition, Course Technology Cengage Learning, 2013

O'Leary, Daniel E., *Enterprise Resource Planning Systems: Systems, Life cycle, Electronic Commerce, and Risk*, Cambridge University Press, 2000

Buck-Emden, R., *The SAP R/3 System, An Introduction to ERP and Business Software Technology*, Addison-Wesley, 2000.

Curran, T. A. Ladd, A., *Business Blueprint: Understanding Enterprise Supply Chain Management*, Prentice Hall, 2000.

Curran, T. A., Ladd, A. and Ladd, D., *SAP R/3, Reporting & eBusiness Intelligence*, Prentice Hall, 2000.

Norris G., Hurley, J., Hartley, K. Dunleavy, J. Balls, J., *E-Business and ERP: Transforming the Enterprise*, New York: John Wiley, 2000.

Wyzalek, J., *Enterprise Systems Integration*, Auerbach Publications, 2000.

| | |
|---|---|
| **Subject Code** | LGT5122 |
| **Subject Title** | Applications of Decision Making Models |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Co-requisite** | Models for Decision Making (LGT5102) |
| **Role and Purposes** | To impart on students the skills in applying the concepts, theories and techniques of a variety of management science methods.<br>To develop students' ability and confidence in solving management decision problems, particularly paying attention to the practical considerations. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Understand the range of practical application of management decision analysis techniques, the characteristics of successful application, and the limitations of the techniques.<br>b. Develop skills in analyzing complex operations problems, using quantitative techniques as appropriate.<br>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** | Decision scope: find out a clear scope of decision required.<br>How to evaluate different decisions: identify the objectives; there may be conflicting objectives.<br>Model the situation: search for appropriate analytical or heuristic methods to solve the problem; understand the limitations of each method.<br>Analysis of results: cost and benefits analysis; sensitivity analysis. |
| **Teaching/Learning Methodology** | Mainly through small group discussions. Students will be guided throughout the discussion process, particularly addressing on the following issues:<br>1. How to start to tackle a complicated situation?<br>2. How to understand the data given and link up the relationship among data?<br>3. Point out mistakes when applying different methods.<br>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%** | | | | | | |
| 2 Group cases | 40% | ✓ | ✓ | ✓ | | | |
| 1 Individual case | 30% | ✓ | ✓ | ✓ | | | |
| Class participation | 30% | ✓ | ✓ | ✓ | | | |
| Total | 100 % | | | | | | |

**Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.*

*To pass this subject, students are required to obtain Grade D or above* in the Continuous Assessment components.

**Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:**

This subject will be dealing with cases in every session and students will learn through undergoing this process. 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. There will also be 2 group case studies to be assessed. But in order to distinguish more on the individual effort, there is another individual case study.

| **Student Study Effort Expected** | | |
|---|---|---|
| | Class contact: | |
| | ▪ Small group discussions | 26 Hrs. |
| | ▪ Lectures | 13 Hrs. |
| | Other student study effort: | |
| | ▪ Preparation for lectures | 45 Hrs. |
| | ▪ Preparation for assignment / group project and presentation | 42 Hrs. |
| | Total student study effort | 126 Hrs. |

| | |
|---|---|
| **Reading List and References** | Hillier F.S. & Hillier M.S., Introduction to Management Science: A Modeling And Case Studies Approach With Spreadsheets, latest ed.<br><br>Klassen, R. D., Menor, L. J., Cases in Operations Management, Sage publication, 2006<br><br>Lapin L.L. and Whisler W.D., *Cases in Management Science*, Duxbury, 1996<br><br>***Journals***<br>Asia Pacific Journal of Operational Research<br>Decision Sciences<br>European Journal of Operational Research<br>IIE Transactions<br>Interfaces<br>Journal of the Operational Research Society<br>Management Science<br>Naval Research Logistics<br>Omega - International Journal of Management Science<br>Operations Research<br>OR Insight<br>OR/MS Today |

| | |
|---|---|
| **Subject Code** | LGT5131 |
| **Subject Title** | Warehousing and Materials Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Exclusion** | ISE512 Warehousing and Material Handling Systems |
| **Role and Purposes** | To provide students with the methods and tools necessary for the design and management of warehousing, materials handling systems, and inventory control. In particular, this subject emphasizes aspects of logistics and supply chain management in warehousing, the handling of products, and control of inventories. On completion students will be able to both analyze existing systems and recommend improvement solutions. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Design and manage warehousing, material handling and inventory control systems.<br>b. Improve existing warehousing, material handling and inventory control systems. |
| **Subject Synopsis/ Indicative Syllabus** | Materials handling systems and their objectives: cost reduction, increased productive capacity and better working conditions. Types of handling equipment in manufacturing and warehousing: conveyors, cranes, hoists, and trucks. Their advantages and limitations. Advanced computer aided storage and picking systems. Critical analysis and measurement on the efficiency of warehousing systems. The unit load concept. Selection of the most appropriate equipment in particular situations. Integration with warehousing systems. Economic analysis of different systems. Planning, layout and design of different types of warehouses. Automation and IT systems in warehouses and materials handling processes. Inventory planning and control. Advanced EOQ models and safety stock. Fixed order quantity inventory control. Fixed order cycle inventory control. Just-in-time scheduling. Warehouse quality system and management. Warehouse safety and security system design and implementation. |
| **Teaching/Learning Methodology** | Concepts, theories and key issues will be introduced to students in lectures. Case studies will be used to illustrate some application aspects and to stimulate discussions leading to context-specific knowledge. Students are required to apply the knowledge to analyze some contemporary issues. |

**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 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

The achievement of the two learning outcomes will be dependent on students' knowledge in conceptual theories and ability to apply certain quantitative techniques.

Since examination is effective in assessing the knowledge level in conceptual theories and continuous assessment (including assignments and projects) is effective in assessing the ability in applying techniques, both methods will be needed to assess the two outcomes of this subject.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components*.

**Student Study Effort Expected**

| | |
|---|---|
| Class contact: | |
| ▪ Lectures | 26 Hrs. |
| ▪ Seminars | 13 Hrs. |
| Other student study effort: | |
| ▪ Preparation for lectures and seminars | 45 Hrs. |
| ▪ Preparation for assignments/projects | 42 Hrs. |
| Total student study effort | 126 Hrs. |

| | |
|---|---|
| **Reading List and References** | Wood, D.F., Wardlow, D.L., Murphy, P.R., Johnson, J.C., (the latest edition) *Contemporary Logistics*, Prentice Hall, Upper Saddle River, N.J.<br><br>Frazelle, E., (the latest edition) *World-Class Warehousing and Material Handling*, McGraw-Hill, Boston.<br><br>Render, B., Stair, R.M. Jr., (the latest edition) *Quantitative Analysis for Management*, Prentice-Hall.<br><br>Francis, R.L., McGinnis, L., and White, J.A., (the latest edition) *Facility Layout and Location: An analytical Approach*, Prentice-Hall, Englewood Cliffs, NJ.<br><br>Mulcahy, D., (the latest edition) *Warehouse Distribution & Operations Handbook*, McGraw-Hill, Boston.<br><br>Ackerman, K.B., (the latest edition) *Practical Handbook of Warehousing*, Chapman & Hall, New York<br><br>Stephens, M.P., Meyers, F.E., (the latest edition) *Manufacturing Facilities Design and Material Handling*, Prentice Hall. |

| | |
|---|---|
| **Subject Code** | LGT5152 |
| **Subject Title** | Information Systems for Supply Chain Management |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Exclusion** | ISE527 Logistics Information Systems |
| **Role and Purposes** | The objective of this subject is to better prepare the student to meet the following challenges:<br>• Understand the managerial issues concerning the integration of information systems and supply chain management.<br>• Provide solutions to the issues which are relevant to the design, management and improvement of IT-enabled supply chain systems.<br>• Exploit the inherent capabilities of operations, supply chain and information systems, and weave them into an integrated strategy capable of providing competitive advantage for the enterprise. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. To demonstrate a clear and relevant understanding of the definitions, importance, potential benefits, and structures of information technology and systems not only from a technical point of view, but also from organizational and management perspectives.<br>b. Being able to illustrate how the management of supply chains can be enhanced through the use of a number of information technologies and systems.<br>c. To put together the concepts and tools studied in class to develop best practices of information technology and systems in managing supply chains for real business. |

<table>
<tr><td>Subject Synopsis/<br>Indicative Syllabus</td><td>
<table>
<tr><th>Topics</th><th>Sub-topics</th></tr>
<tr><td rowspan="2">Basic Concepts on Information Systems and Supply Chain Management</td><td>Course Introduction</td></tr>
<tr><td>Information systems for global business</td></tr>
<tr><td>Information Technology Infrastructure of Information Systems for Supply Chain Management</td><td>IT Fundamentals on hardware and software, networks, and database</td></tr>
<tr><td>Strategic impact of information systems</td><td>Information Resources, Strategic value of IS: Porter’s Generic Model, Five Force’s Model, Value Chain Model, IS for Hyper-competition</td></tr>
<tr><td rowspan="3">Key Applications of Information Technology & Information Systems for Supply Chain Management (1)</td><td>Data Processing for Supply Chain Management: RFID, EDI, Data Management</td></tr>
<tr><td>Achieving Operational Excellence: SRM, ERP, CRM</td></tr>
<tr><td>E-Commerce: Digital Markets, Digital Goods</td></tr>
<tr><td rowspan="2">Information Systems Project: Development and Management</td><td>Designing and Building Information Systems</td></tr>
<tr><td>IS Project Management</td></tr>
<tr><td>Key Applications of Information Technology & Information Systems for Supply Chain Management (2)</td><td>Enhancing Decision Making: Business Intelligence and Decision Support System</td></tr>
<tr><td>Project Presentation and Course Review</td><td></td></tr>
</table>
</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>
<ul>
<li>During lectures, basic concepts of ERP and ERP systems will be introduced.</li>
<li>During tutorials, students will be guided to discuss case studies will be discussed.</li>
</ul>
</td></tr>
</table>

**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 | | | |
| Coursework | 50% | | ✓ | ✓ | | | |
| Examination | 50% | ✓ | ✓ | | | | |
| Total | 100 % | | | | | | |

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

The coursework includes assignments of case studies, and a group project. They are used to assess the intended outcomes 2 and 3 respectively. The final exam is based on questions relevant to basic concepts of ERP and a case study about information system management, which are relevant to intended outcomes 1 and 2.

*To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.*

**Student Study Effort Expected**

| | |
|---|---|
| Class contact: | |
| ▪ Lecture | 26 Hrs. |
| ▪ Tutorial | 13 Hrs. |
| Other student study effort: | |
| ▪ Assignment and Self Study | 45 Hrs. |
| ▪ Group Project | 42 Hrs. |
| Total student study effort | 126 Hrs. |

| | |
|---|---|
| **Reading List and References** | Laudon, K.C., and Laudon, J.P., Management Information Systems : Managing the Digital Firm, 13rd Edition, Pearson/Prentice Hall, 2014<br><br>Technology Forecast: 2002-2004, Volume 1 Navigating the Future of Software, PriceWaterhouseCoopers, 2002.<br><br>Handbook of Quantitative Supply Chain Analysis: Modeling in the E-Business Era (International Series in Operations Research & Management Science) by David Simchi-Levi (Editor), et al. 2004.<br><br>Managing the Supply Chain: The Definitive Guide for the Business Professional by David Simchi-Levi, et al., (2003).<br><br>Manufacturing planning and control systems for supply chain management : The Definitive Guide for Professionals by Thomas E Vollmann, et al, 2004.<br><br>New Directions in Supply-Chain Management: Technology, Strategy, and Implementation by Tonya Boone (Editor), Ram Ganeshan (Editor) 2002.<br><br>ERP:Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning by Thomas F. Wallace, Michael H. Kremzar, 2001. |

| | |
|---|---|
| **Subject Code** | LGT5211 |
| **Subject Title** | GSCM Project |
| **Credit Value** | 6 |
| **Level** | 5 |
| **Normal Duration** | 1 academic year<br>(two 14-week semesters and one 6-week summer term)* |
| **Pre-requisite** | LGT5015 Supply Chain Management |
| **Exclusion** | LGT5215 Practice of Global Supply Chain Management |
| **Role and Purposes** | ▪ Examine critically and in-depth a focused topic of interest arising, ideally, from the work done within the programme and/or in the student's employment and to make integrative linkages between classroom learning and work experience;<br>▪ Demonstrate the use of relevant scientific and analytical methods and practical skills, including those acquired during the programme, in the treatment of the chosen topic;<br>▪ Demonstrate an understanding of relevant research literature in the project topic area;<br>▪ Demonstrate an ability to set the chosen topic in its wider context, to sustain an argument, and to present conclusions related to policies or practices. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. Identify a research problem in real world and write research proposals.<br>b. Conduct literature review on issues related to the problem areas.<br>c. Apply appropriate research methodologies with sound academic rigor in data collection, analysis and interpretation of the research findings.<br>d. Deduce the solutions to the identified problems scientifically and understand the limitations.<br>e. Communicate the research results effectively. |
| **Subject Synopsis/ Indicative Syllabus** | 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. |

<table>
<tr><td>Teaching/Learning Methodology</td><td>Guided study on research methodology, more on student-centred activities</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td></td></tr>
<tr><td>Coursework</td><td>100 %</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></tr>
</table>
Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:
Students need to go through a learning process by studying in depth a particular problem. They will seek guidance and stimulation from the supervisor. At the end, a dissertation needs to be produced to describe the findings of the study.
To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment.
</td></tr>
<tr><td>Student Study Effort Expected</td><td>
<table>
<tr><td>Class contact:</td><td></td></tr>
<tr><td>▪ Discussions with supervisor</td><td>10 Hrs.</td></tr>
<tr><td>▪</td><td>Hrs.</td></tr>
<tr><td>Other student study effort:</td><td></td></tr>
<tr><td>▪ Self-study</td><td>150 Hrs.</td></tr>
<tr><td>▪ Writing up the thesis</td><td>120 Hrs.</td></tr>
<tr><td>Total student study effort</td><td>280 Hrs.</td></tr>
</table>
</td></tr>
<tr><td>Reading List and References</td><td>

Cooper, D. And Schindler, P., Business Research Methods, latest ed., McGraw-Hill, New York.
Jankowicz, A.D.: Business Research Projects, latest ed., Business Press Thomson Learning, London.
Judd, C. M., Smith, E. R. and Kidder, L. H., Research Methods in Social Relations, latest ed., Harcourt Brace Jovanovich, Fort Worth.
Lang, G., A Practical Guide to Research Methods, latest ed., University Press of America, Lanham.
Nation, J. (1997), Research Methods, Prentice Hall, N.J.
Tewksbury, Richard (2006), Research methods: a qualitative reader, Pearson/Prentice Hall, 2006.

</td></tr>
</table>

<table>
<tr><td>Subject Code</td><td>LGT5215</td></tr>
<tr><td>Subject Title</td><td>Practice of Global Supply Chain Management</td></tr>
<tr><td>Credit Value</td><td>3</td></tr>
<tr><td>Level</td><td>5</td></tr>
<tr><td>Normal Duration</td><td>1-semester</td></tr>
<tr><td>Pre-requisite</td><td>LGT5015 Supply Chain Management</td></tr>
<tr><td>Exclusion</td><td>LGT5211 GSCM Project</td></tr>
<tr><td>Role and Purposes</td><td>To enable students to identify and solve global supply chain management related issues. Students are expected to collect and evaluate information from difference sources, take theoretical knowledge and apply it in a real-life setting. The required skills include problem solving, organizing and analyzing, time management and presentation.</td></tr>
<tr><td>Subject Learning Outcomes</td><td>Upon completion of the subject, students will be able to:<br>a. Experience the process of conducting a study on a supply chain issue.<br>b. Learned how to go through all the procedure, starting from clearly defining the objectives of a study, getting valid data, analyzing and preparing the final report.<br>c. Learn about time management.</td></tr>
<tr><td>Subject Synopsis/ Indicative Syllabus</td><td>Each student will complete a proposal and identify a suitable supervisor. The student will meet the supervisor frequently to discuss directions and report on progress. Towards the end of the project, the student will collate and analyse the data, and will write and submit a final report. There will also be an oral presentation on the work done.</td></tr>
<tr><td>Teaching/Learning Methodology</td><td>Guided study on research methodology, more on student-centred activities</td></tr>
<tr><td>Assessment Methods in Alignment with Intended Learning Outcomes</td><td>
<table>
<tr><td rowspan="2">Specific assessment methods/tasks</td><td rowspan="2">% weighting</td><td colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</td></tr>
<tr><td>a</td><td>b</td><td>c</td><td>d</td><td>e</td><td></td></tr>
<tr><td>Coursework</td><td>100 %</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>
</table>
<br>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:
</td></tr>
</table>

| | | |
|---|---|---|
| | Students need to go through a learning process by studying in depth a particular problem. They will seek guidance and stimulation from the supervisor. At the end, a project report needs to be produced to describe the findings of the study.<br>*To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment.* | |
| **Student Study Effort Expected** | Class contact: | |
| | ▪ Discussions with supervisor | 10 Hrs. |
| | ▪ | Hrs. |
| | Other student study effort: | |
| | ▪ Self-study | 80 Hrs. |
| | ▪ Writing up the thesis | 70 Hrs. |
| | Total student study effort | 160 Hrs. |
| **Reading List and References** | Jankowicz, A.D. (2000), *Business research projects*, Business Press Thomson Learning.<br><br>Lang, G. (1998), *A practical guide to research methods*, University Press of America. | |

| | |
|---|---|
| **Subject Code** | MM544 |
| **Subject Title** | E-Commerce |
| **Credit Value** | 3 |
| **Level** | 5 |
| **Normal Duration** | 1-semester |
| **Pre-requisite/ Co-requisite/ Exclusion** | None |
| **Role and Purposes** | The central goal of this course is to develop an integrative knowledge of the digital economy. It focuses on the information superhighway as the technological enabler that has dramatically changed the way in which companies orchestrate their value creation. This course, with a strategic perspective in mind, looks into the knowledge-enabled enterprises and the influence of electronic commerce in shaping the rules of modern business environments. From a managerial point of view, the course will delineate the skills and knowledge required in the digital world. Finally, this course also offers a technology perspective that touches upon the underlying IT mechanisms for electronic commerce. |
| **Subject Learning Outcomes** | Upon completion of the subject, students will be able to:<br>a. comprehend the underlying economic mechanisms and driving forces of E-Commerce;<br>b. understand the critical building blocks of E-Commerce and different types of prevailing business models employed by leading industrial leaders;<br>c. appraise the opportunities and potential to apply and synthesize a variety of E-Commerce concepts and solutions to create business value for organizations, customers, and business partners;<br>d. formulate E-Commerce strategies that lever firms' core competencies, facilitate organizational transformation, and foster innovation;<br>e. undertake planning, organizing, and implementing of E-Commerce initiatives to effectively respond to of dynamic market environments. |
| **Subject Synopsis/ Indicative Syllabus[#]** | • Introduction of e-Commerce<br>• E-commerce Framework<br>• B2C, B2B, C2C, G2C, G2B<br>• E-commerce Supply Chain Management<br>• Payment System, Internet Banking and Supporting Systems<br>• E-Government<br>• Mobile Commerce<br>• Legal, ethical and societal issues of e-Commerce<br>• E-commerce strategy<br>• Social Media and e-Commerce<br>*[#]The above syllabus may be modified and updated by each subject lecturer without prior notice.* |

**Teaching/Learning Methodology**

The course will use a variety of methods as its pedagogy to help students achieve the above learning outcomes. Each class will roughly take the following format:

1. General announcement and an opportunity for students to ask question to address any unfinished thoughts from the previous class;
2. Overview of the current class agenda and its relationships to past discussion;
3. Extended period of students- or instructor-lead discussion of the key issues in the assigned case or readings. Collaborative learning strategies (learning via discussion in a small group) may be employed during part of this time.

**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*** | **50%** | | | | | | |
| 1. Attendance and class participation | 15% | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 2. Individual assignment | 15% | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 3. Group assignment | 20% | ✓ | ✓ | ✓ | ✓ | ✓ | |
| **Examination** | **50%** | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Total | 100 % | | | | | | |

**Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.*

To pass this subject, students are required to obtain Grade D or above in **both** the Continuous Assessment and Examination components.

**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.

Feedback is given to students immediately following the presentations and all students are invited to join this discussion.

| | | |
|---|---|---|
| **Student Study Effort Expected** | Class contact: | |
| | ▪ Lectures | 39 Hrs. |
| | Other student study effort: | |
| | ▪ Preparation for lectures | 39 Hrs. |
| | ▪ Preparation for assignment / group project and presentation / examination | 57 Hrs. |
| | Total student study effort | 135 Hrs. |
| **Reading List and References** | **Textbook**<br>Bharat Bhasker. (2013) *Electronic Commerce: Framework, Technologies and Applications*, McGraw Hill<br><br>**References**<br><br>Angwin, J. 2014. *Dragnet Nation: A Quest for Privacy, Security, and Freedom in a World of Relentless Surveillance.* Times Books.<br><br>Liebana-Cabanillas, 2014. *Electronic Payment Systems for Competitive Advantage in E-Commerce.* Business Science Reference<br><br>Schmidt E, and Cohen, J 2014. *The New Digital Age: Transforming Nations, Businesses, and Our Lives.* Vintage<br><br>Stone, B. 2013. *The Everything Store: Jeff Bezos and the Age of Amazon*. Random House<br><br>Swilley, E, 2014. *Mobile Commerce: How It Contrasts, Challenges and Enhances Electronic Commerce*<br><br>Recent articles from Journal of Management Information Systems, Harvard Business Review, Internet Research, MIS Quarterly, Marketing Intelligence and Planning, Decision Support Systems, MIT Sloan Management Review, California Management Review, MISQ Executive, Academy of Management Perspectives, Long Range Planning, Gartner Research, Forrester Research, McKinsey Quarterly, and others. | |

*The information in this document is correct at the time of production (August 2014), and is subject to review and change.*