

MSc / PgD in Global Supply Chain Management

(Mixed-mode)

Programme Requirement Document Programme

Code: 44089-SFM/GPM/SFP/SPP









# **TABLE OF CONTENTS**

TABLE OF CONTENTS	Page No.
CONTACT LIST	
FOREWORD	II
ACADEMIC CALENDAR FOR 2022/23	III
Part I: General Information	
Programme Overview	1
2. Programme Aims and Features	1
3. Programme Learning Outcomes	2
4. Entrance Requirements	3
5. Programme Structure	
5.1 Programme Information	3
5.2 Credit Requirements	3
5.3 Mode and Normal Duration for Completion of a Programme	4
5.4 Subject Offerings	5
5.5 Programme Curriculum and Assessment Weightings	6
5.6 Recommended Progresssion Pattern	7
5.7 Professional Recognitions	9
5.8 Curriculum Map	9
6. Programme Management and Operation	10
7. Communication with Students	10
8. Subject Registration	
8.1 Add/Drop of Subjects	10
8.2 Withdrawal of Subjects	10
8.3 Taking Additional Subjects	11
Credit Exemption and Transfer	11
10. Retaking of Failed Subjects	12
11. Zero Subject Enrollment	13
12. Deferment of Study	14
13. Withdrawal of Study	
13.1 Official Withdrawal	14
13.2 Discontinuation of Study	15
13.3 De-registration	15
14. Assessment Methods	15
15. Passing a Subject	16
16. Assessment of Project	
16.1.General Regulations	17
16.2.Procedures for Preparing the Project	17
16.3. Assessment of Project	17
17. Grading	18
18. Progression and De-registration	19
19. Academic Probation	19
20. Eligibility for Award	20
21. Award Classifications	20
22. Recording of Disciplinary Actions in Students' Records	20
23. Late Assessment	21
24. Procedures for Appeal	21
25. Sit-In Arrangement	24
26. Dismissal of Class	24
27. Plagiarism and Bibliographic Referencing	24
28. Prevention of Bribery Ordinance	25
29. Copyright and usage of online learning materials	25
Part II: Subject Syllabuses	

Version: October 2022

#### **CONTACT LIST**

# For information on programme administration, please contact:

Tel: 2766 7409 / 2766 4608

Email: mscgscm.lms@polyu.edu.hk

#### For academic matters, please contact:

Prof. Song Miao, Programme Director

Tel: 2766 5087

Email: <u>miao.song@polyu.edu.hk</u>

Prof. Amanda Wang Yulan, Deputy Programme Director

Tel: 2766 4683

Email: <a href="mailto:yulan.wang@polyu.edu.hk">yulan.wang@polyu.edu.hk</a>

# **GSCM Programme Web Page**

http://www.lms.polyu.edu.hk/en

#### PolyU Student Handbook Web Page

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

# **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: <a href="http://www.lms.polyu.edu.hk">http://www.lms.polyu.edu.hk</a>

#### **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 2022/23 (by Semester Week)

(Updated on 13 July 2022)

Nacuali	I saz1.		14000	Maria.	Thomas	Ful	0-4	<b>C</b> iring	Carry Marcall	T Former	General Holidays
Month Aug 2022	Week 1	Mon 29	Tue 30	Wed 31	Thurs 1	Fri 2	Sat 3	Sun 4	Sem. Week	Events 29 Aug: Sem. 1 teaching commences	General Holidays
196903	2	5	6	7	8	9	10	11	2	29 Aug - 10 Sept: Add/Drop Period for Sem. 1	
Sept	2002								3	10 Sept: Mid-Autumn Festival (all evening classes/exams suspended)	12 Sept: The second day following
	3	12	13	14	15 22	16	17	18	4		Mid-Autumn Festival
Oct	$\vdash$		20	21		23	24	25			1 Cata National Davi
Oct.	5	26	27	28	29	30	1.	2	5	8 Oct: PolyU Undergraduate Info Day 2022 (all day-time and evening	1 Oct : National Day
2	6	3	4	5	6	7	8	9	6	classes suspended)	4 Oct: Chung Yeung Festival
	7	10	11	12	13	14	15	16	7		
	8	17	18	19	20	21	22	23	8	Service County (Service Adv. Co. 27)	
	9	24	25	26	27	28	29	30	9	29 Oct – 20 Nov: Twenty-eighth Congregation	
Nov	10	31	1	2	3	4	5	6	10		
	11	7	8	9	10	11	12	13	11		
2	12	14	15	16	17	18	19	20	12		
	13	21	22	23	24	25	26	27	13	26 Nov: Sem. 1 teaching ends 28 - 30 Nov: Revision Days for Sem. 1	
Dec	14	28	29	30	1	2	3	4		1 - 16 Dec: Examination Period for Sem. 1	
	15	5	6	7	8	9	10	11	Exam.		
	16	12	13	14	15	16	17	18		22 Dec: Winter Solstice (all evening classes/exams suspended)	
	17	19	20	21	22	23	24	25	Exam. result	24 Dec: Christmas Eve (all evening classes/exams suspended)	
Jan 2023	18	26	27	28	29	30	31	1	processing		26 - 27 Dec: The first and second weekday after Christmas Day
	19	2	3	4	5	6	7	8	1000		2 Jan: The day following the first day of
	20	9	10	11	12	13	14	15	1	9 Jan: Sem. 2 teaching commences 9 - 21 Jan: Add/Drop Period for Sem. 2	January
	21	16	17	18	19	20	21	22	2	21 Jan: Lunar New Year's Eve (all evening classes/exams suspended)	
	22	23	24	25	26	27	28	29	Lunar New Year Break	22 - 29 Jan: Lunar New Year Break (all day-time and evening classes suspended)	23 - 25 Jan: Lunar New Year Holidays
Feb	23	30	31	1	2	3	4	5	3	suspended)	
	24	6	7	8	9	10	11	12	4		
	25	13	14	15	16	17	18	19	5		
	26	20	21	22	23	24	25	26	6		
Mar	27	27	28	1	2	3	4	5	7		
	28	6	7	8	9	10	11	12	8		
	29	13	14	15	16	17	18	19	9		
3	30	20	21	22	23	24	25	26	10		
Apr	31	27	28	29	30	31	1	2	11		
	32	3	4	5	6	7	8	9	12		5 Apr: Ching Ming Festival
1	33	10	11	12	13	14	15	16	13	15 Apr: Sem. 2 teaching ends	7 - 10 Apr: Easter Holidays
	34	17	18	19	20	21	22	23		17 - 19 Apr: Revision Days for Sem. 2	
	35	24	25	26	27	28	29	30	Exam.	20 Apr - 6 May: Examination Period for Sem. 2	
May	36	1	2	3	4	5	6	7			1 May: Labour Day
	37	8	9	10	11	12	13	14	Exam. result		
	38	15	16	17	18	19	20	21	processing		
1	39	22	23	24	25	26	27	28	1	22 May: Summer Term teaching commences	26 May: The Birthday of the Buddha
Jun	40	29	30	31	1	2	3	4	2	22 - 27 May: Add/Drop Period for Summer Term	
1	41	5	6	7	8	9	10	11	3		
3	42	12	13	14	15	16	17	18	4		
	43	19	20	21	22	23	24	25	5		22 Jun: Tuen Ng Festival
Jul	44	26	27	28	29	30	1	2	6		1 Jul: The HKSAR Establishment Day
3	45	3	4	5	6	7	8	9	7	8 Jul: Summer Term teaching ends	,
1	46	10	11	12	13	14	15	16	Exam.	10 - 15 Jul: Examination Period for Summer Term	
1	47	17	18	19	20	21	22	23			
	48	24	25	26	27	28	29	30	Exam. result		
Aug	49	31	1	20	3	4	5	6	processing		
Aug	50	7	8	9	10		12	13			
	100000					11					
	51	14	15	16	17	18	19	20		27 Aug. Academie Very 2022/22 en de	
	52	21	22	23	24	25	26	27		27 Aug: Academic Year 2022/23 ends	

General Holidays

Important dates on assessment:

Finalisation of all subject assessment results Finalisation of overall assessment results Announcement of overall assessment results 
 Semester 1
 Semester 2
 Summer Term

 4-Jan
 16-May
 25-Jul

 12-Jan
 24-May
 2-Aug

 13-Jan
 25-May
 3-Aug

July 2022

#### 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 equips executives with the capacity to create and sustain competitiveness in the supply chain through balancing cost, quality and efficiency. 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 FEATURES

This programme equips executives with the capacity to create and sustain competitiveness in the supply chain by balancing cost, quality and efficiency.

The features of the programme are:

- (i) Broad knowledge and skills in global supply chain management
- (ii) 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) Awareness of the global supply chain management environment and management issues
- (iv) An array of purchasing related subjects

#### 3. PROGRAMME LEARNING OUTCOMES

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

i. Employ supply chain management

Learning objective a: Apply the principles and practices of supply chain management to supply chain planning and operations. (Addressed by LGT5015 Supply Chain Management);

Learning objective b: Demonstrate an understanding on the applications and implications of the latest technologies to supply chain planning and operations. (Addressed by LGT5002 International Logistics Systems, Operations and Management LGT5034 Global Sourcing and Supply

ii. Build up operations and logistics concepts

Learning objective: Apply concepts needed to manage operations and logistics efficiently in the latest technologies environment. (Addressed by LGT5002 International Logistics Systems, Operations and Management,

LGT5105 Managing Operations Systems, and LGT5109 International Operations Management);

iii. Manage global sourcing and procurement

Learning objective: Apply concepts and methodologies to manage and evaluate procurement for global sourcing in international value chains enabled by the latest technologies.

(Addressed by LGT5034 Global Sourcing and Supply

LGT5046 Contract Management LGT5083 Digital Procurement Management and Analytics);

iv. Make good use of information technology in supply chain management
Learning objective: Apply concepts in the use of information technology in
supply chain management
(Addressed by LGT5152 Information Systems for Supply Chain Management

MM544 E-Commerce)

v. Practise business ethics

Learning objective: Be attentive and responsive to ethical issues in business (Addressed by LGT5015 Supply Chain Management and

LGT5105 Managing Operations Systems)

#### 4. ENTRANCE REQUIREMENTS

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

- (i) A 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 preferred;
- (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	3 Compulsory Subject	+
		3 Restricted Elective Subjects 4 Free Elective Subjects	+
PgD	18	3 Compulsory Subject	+
		3 Restricted Elective Subjects	+

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 Normal Duration for Completion of a Programme

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

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

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

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

The duration of the programme is as follows:

	Master of So	cience (MSc)	Postgraduate Diploma (PgD)		
Programme Code	44089-SFM	44089-GPM	44089-SFP	44089-SPP	
Mode of Attendance	Full time	Part time	Full time	Part time	
Normal Duration	1.5 years	2.5 years	1.5 years	2.5 years	

#### 5.4 Subject Offerings

MSc	PgD
Compuls	ory Subject
(3 subject	- 9 credits)
LGT5002 International Logistics Syste	ms, Operations and Management
LGT5015 Supply Chain Management	
LGT5034 Global Sourcing and Supply	
Restricted El	ective Subjects
(3 subjects	s – 9 credits)
<ul> <li>Choose at least 1 from the focus on ope</li> </ul>	rations:
LGT5105 Managing Operations Syste	ms
LGT5109 International Operations Ma	nagement
<ul> <li>Choose at least 1 from the focus on prod</li> </ul>	curement:
LGT5046 Contract Management	
LGT5083 Digital Procurement Manage	ement and Analytics
Change at least 1 from the feeting on info	motion toohnology:

Choose at least 1 fromt he focus on information technology:

LGT5152 Information Systems for Supply Chain Management

MM544 E-Commerce

Note: Students may take more Restricted Elective subjects than necessary, and they will be counted as Free Elective subjects.

n	Л	C	_
I۱	vi		(:

#### # Free Elective Subjects (any 4 subjects - 12 credits) (for MSc only) AF5108 Accounting for Managers LGT5001 Organizational Management in Shipping & 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 LGT5073 Risk Management in Operations LGT5101 Statistics for Management LGT5102 Models for Decision Making LGT5107 Total Quality Management LGT5113 Enterprise Resource Planning LGT5122 Applications of Decision Making Models LGT5133 Strategies and Technologies in Warehousing Management LGT5425 Business Analytics LGT5426 Managing Innovation LGT5xxx Coding for Management with Python (subject to approval) LGT5202 Project (6 credits) (MSc only) 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 guota.

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

# 5.5 Programme Curriculum and Assessment Weightings

Compulsor	y Subject				Asses	sment
Subject code	Subject Title	Credits	Pre-requisite	Contact Hours	Coursework %	Examination %
LGT5002	International Logistics Systems, Operations and Management	3	Nil	39	50	50
LGT5015	Supply Chain Management	3	Nil	39	50	50
LGT5034	Global Sourcing and Supply	3	Nil	39	50	50
Restricted I	Elective Subjects	T	Г	T	Asses	sment
Subject code	Subject Title	Credits	Pre-requisite	Contact Hours	Coursework %	Examination %
LGT5109	International Operations Management	3	Nil	65	60	40
LGT5105	Managing Operations Systems	3	Nil	39	50	50
LGT5083	Digital Procurement Management and Analytics	3	Nil	39	100	0
LGT5046	Contract Management	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
Free Electiv	ve Subjects				Asses	sment
Subject code	Subject Title	Credits	Pre-requisite	Contact Hours	Coursework %	Examination %
AF5108	Accounting for Managers	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	60	40
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
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
LGT5102	Models for Decision Making	3	Nil	39	60	40
LGT5107	Total Quality Management	3	Nil	39	50	50
LGT5113	Enterprise Resource Planning	3	Nil	39	50	50
LGT5122	Applications of Decision Making Models	3	Preferably with knowledge of LGT5102	39	100	0
LGT5133	Strategies and Technologies in Warehousing Management	3	Nil	39	50	50
LGT5425	Business Analytics	3	Nil	39	100	0
LGT5426	Managing Innovation	3	Nil	39	60	40

LGT5211	GSCM Project	6	LGT5015	14	100	0
LGT5215	Practice of Global Supply Chain	3	LGT5015	10	100	0

# 5.6 Recommended Progression Pattern

Students are encouraged to follow the recommended progression pattern<sup>1</sup> 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 normal study period.

Recommended progression patterns are as below:

MSc Full Time	Year 1 (No. of Subject)	Year 2 (No. of Subject)
Semester 1	Compulsory Subject:  LGT5015 Supply Chain  Management  LGT5105 Managing Operations  Systems  + 2 Subjects	3 or 4
Semester 2	3	/
Summer Term (Optional)	0 or 1	/

MSc Part Time	Year 1 (No. of Subject)	Year 2 (No. of Subject)	Year 3 (No. of Subject)
Semester 1	Compulsory Subject: LGT5015 Supply Chain Management LGT5105 Managing Operations Systems	2	0 or 1 or 2
Semester 2	2	2	1
Summer Term (Optional)	0 or 1	0 or 1	1

.

<sup>&</sup>lt;sup>1</sup> Patterned subjects on offer are subject to change without prior notice. Students can enquire the class timetable of the semester concerned via <a href="http://www.polyu.edu.hk/student">http://www.polyu.edu.hk/student</a> upon release of the relevant class timetable.

PgD Full Time	Year 1 (No. of Subject)	Year 2 (No. of Subject)
Semester 1	Compulsory Subject:  LGT5015 Supply Chain  Management  LGT5105 Managing Operations  Systems  + 1 Subjects	0 or 1 or 2
Semester 2	1 or 2	/
Summer Term 0 or 1 (Optional)		/

PgD Part Time	Year 1 (No. of Subject)	Year 2 (No. of Subject)	Year 3 (No. of Subject)
Semester 1	Compulsory Subject: LGT5015 Supply Chain Management  LGT5105 Managing Operations Systems	1	0 or 1
Semester 2	1	1	1
Summer Term (Optional)	0 or 1	0 or 1	1

#### 5.7 Professional Recognition

Graduates with 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 (CILTHK).

Graduates with 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 (CILTHK).

Graduates with the MSc in Global Supply Chain Management in the academic year 2021/22 have been granted accreditation by The Chartered Institute of Purchasing & Supply (CIPS) and may apply for the full membership. Subject requirement and renewal of accreditation thereafter are subject to review each year.

Graduates of the MSc in Global Supply Chain Management with 2-years working experience in Purchasing/ Supply Chain/ Logistics or related field are qualified to register as member of The Institute of Purchasing & Supply of Hong Kong (IPSHK).

#### 5.8 Curriculum Map

The institutional learning outcomes are as follows:

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

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

#### 6. PROGRAMME MANAGEMENT AND OPERATION

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

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

#### 7. COMMUNICATIONS WITH STUDENTS

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

#### 8. SUBJECT REGISTRATION

#### 8.1 Add / Drop of Subjects and Change of Subject Groups

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

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

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

#### 8.2 Withdrawal of Subjects

If you have a genuine need to withdraw from a subject after the add / drop period, you should submit an application for withdrawal of subjects to your programme offering department. Such request will first be considered by the subject teacher concerned and followed by the programme director if there are strong justifications and when the tuition fee of the subject concerned has been settled.

Deadline for requests for subject withdrawal will be specified by the teaching department and in any case, it will not be entertained after the commencement of the examination period.

For approved cases, the tuition fees paid for the withdrawn subjects will not be refunded. The withdrawn subjects will still be reported in your Assessment Result Notification and Transcript of Studies although they will not be counted in GPA calculation.

#### 8.3 Taking Additional Subjects

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

#### 9. SUBJECT EXEMPTION AND CREDIT TRANSFER

Irrespective of the extent of previous study or credits recognised, 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.

#### **Subject Exemption**

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

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

You will receive notification from the Department concerned normally within 14 working days if your application for a subject exemption is successful.

#### **Credit Transfer**

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

The validity period of subject credits earned is eight years from the year of attainment, i.e. the year in which the subject is completed, unless otherwise specified by the Department responsible for the content of the subject (e.g. the credit was earned in

2018/19, then the validity period should count from 2019 for eight years). Credits earned from previous studies should remain valid at the time when the student applies for transfer of credits

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

### For application:

eStudent

[Application Forms > Applications for Study Related Matters > (AR41c) Credit Transfer]

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

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

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

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

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

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

#### 10. RETAKING OF FAILED SUBJECTS

Students may only retake a subject which they have failed (i.e. Grade F or S or U). After the announcement of subject results in a semester, you should check whether

you have failed any subject via eStudent (please refer to Student Handbook section 6G on "Assessment Results") and arrange for retaking of the subject during subject registration.

The number of retake of each subject is restricted to a maximum of two. The second retake of a failed subject requires the approval of the Faculty / School Board. Students who have failed a compulsory subject after two retakes will be de-registered. Departments may impose 30 more stringent regulations on the retaking of particular types of subjects, e.g. practicum and clinical placement, and should inform students of such cases, if any.

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

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

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

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

#### 11. ZERO SUBJECT ENROLMENT AND RETENTION OF STUDY PLACE\*

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

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

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

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 continue using campus facilities including library facilities. A fee of HK\$2,105 per semester for retention of study place will be charged.

#### 12. DEFERMENT OF STUDY

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

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

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

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

#### For application:

#### <u>eStudent</u>

[Application Forms > Applications for Study Related Matters > (AR7) Deferment of Study] (with supporting documents. Medical certificates are required for application on medical grounds.)

# Deadline for application:

Before the commencement of the semester examination period of the programme concerned.

#### 13. WITHDRAWAL OF STUDY

#### 13.1 Official Withdrawal

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

/ semester should be submitted before the commencement of that academic year / semester.

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

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

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

All fees paid are non-refundable.

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

# For application:

eStudent

[Application Forms > Applications for Study Related Matters > (AR6) Withdrawal of Study]

Deadline for application:

Before the commencement of the examination period of the semester concerned.

#### 13.2 Discontinuation of Study

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

#### 13.3 De-registration

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

#### 14. ASSESSMENT METHOD

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

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

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

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

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

#### 15. PASSING A SUBJECT

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

#### 16. ASSESSMENT OF DISSERTATION/PROJECT

#### 16.1 General Regulations

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

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

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

#### 16.2 Procedures for Preparing the Dissertation/Project

Preparatory Phase – to identify a research topic area with matching Dissertation/Project Supervisor, and agree on the research goals and methodology, with plans and schedules, through literature search and active dialogue between student and Supervisor. Student will not proceed to the 2<sup>nd</sup> 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 3<sup>rd</sup> panel member appointed by the Dissertation Coordinator.

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

#### 17. GRADING

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

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

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

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

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

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

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

Subject which has been given an "S" code, i.e. absent from all assessment components, will be included in the GPA calculation and will be counted as "zero" grade point. GPA is thus the unweighted cumulative average calculated for a

student, for all relevant subjects taken from the start of the programme to a particular point of time. GPA is an indicator of overall performance, and ranges from 0.00 to 4.30 from 2020/21.

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

#### 18. PROGRESSION AND DE-REGISTRATION

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

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

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

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

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

#### 19. ACADEMIC PROBATION

The academic probation system is implemented to give prior warning to students who need to make improvement in order to fulfil the GPA requirement of the University. Starting from Semester One of 2020/21 academic year, you will be put on academic probation in the following semester if your GPA is below 1.70. If you are able to obtain a GPA of 1.70 or above by the end of the probation semester, the status of "academic probation" will be lifted. The status of "academic probation" will be reflected on the web assessment results. However, this status will not be displayed in the transcript of studies.

To improve the academic performance of students on academic probation, students on academic probation are required to seek academic advice on study

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

#### 20. ELIGIBILITY FOR AWARD

A student would be eligible for the award of Master of Science or Postgraduate Diploma in Global Supply Chain Management if he/she satisfies all the conditions listed below:

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

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

#### 21. AWARD CLASSIFICATIONS

The following award classifications apply to your programme:

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

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

#### 22. RECORDING OF DISCIPLINARY ACTIONS IN STUDENTS' RECORDS

- (i) With effect from Semester One of 2015/16, disciplinary actions against students' misconducts will be recorded in students' records.
- (ii) Students who are found guilty of academic dishonesty will be subject to the penalty of having the subject result concerned disqualified and be given a failure grade with a remark denoting 'Disqualification of result due to

academic dishonesty'. The remark will be shown in the students' record as well as the assessment result notification and transcript of studies, until their leaving the University.

- (iii) Students who have committed disciplinary offences (covering both academic and non-academic related matters) will be put on 'disciplinary probation'. The status of 'disciplinary probation' will be shown in the students' record as well as the assessment result notification, transcript of studies and testimonial during the probation period, until their leaving the University. The disciplinary probation is normally one year unless otherwise decided by the Student Discipline Committee
- (iv) Students who have committed academic dishonesty will be subject to the penalty of the lowering of award classification by one level. The minimum of downgraded overall result will be kept at a Pass.

The University reserves the right to withhold the issuance of any certificate of study to a student who has unsettled matters with the University, or subject to disciplinary action.

#### 23. LATE ASSESSMENT

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

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

## 24. ACADEMIC APPEALS

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

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

# i. Grounds for Appeal

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

- a) if a candidate has evidence to support that his / her examination performance has been adversely affected by illness or other factors beyond his / her control which he / she was unable or, for valid reasons, unwilling to divulge before the Subject Teacher / SARP / BoE / other authorized parties of the University made their decision and of which they were unaware. The request from the candidate must be supported by medical certificates or other documentary evidence.
- b) if there is evidence provided by a candidate or any other person that there has been a material administrative error, or that the examinations were not conducted in accordance with the current regulations for the programme or with the academic regulations of the University, or that there was any manifest inconsistency in marking between different classes of a given programme, or that some other material irregularities had occurred.

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

#### ii. Procedures for Appeal

# a) Appeals against Decisions on Subject Results

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

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

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

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

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

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

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

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

## b) Appeals against Decisions on De-registration

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

Students should complete and submit **Form AR149** "Appeal against the Decision of BoE on De-registration" to the General Office of the Department hosting the programme / award (or to the Faculty / School Office if the programme / award is hosted by the Faculty / School, or for students on Broad Discipline programme) within one calendar week upon the public announcement of the overall results, i.e. the date when the results are announced to students via the web. When submitting the form, the appellant has the responsibility to make known to the Academic Appeals Committee (AAC) full details and evidence that would support his / her appeal.

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

#### c) Appeals against Decisions on Award Classification

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

A student should make his / her appeal in writing to his / her Head of Department within one calendar week upon the public announcement of the overall results, i.e. the date when the results are announced to students via the web. He / She should provide the following information

together with copies of the assessment result notification and other documentation in support of the appeal:

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

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

#### iii. Decisions for Appeal

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

#### 25. 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.

#### 26. 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.

#### 27. 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

#### 28. 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 <a href="http://www.legislation.gov.hk">http://www.legislation.gov.hk</a>.

#### 29. COPYRIGHT AND USAGE OF ONLINE LEARNING MATERIALS

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

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

# PART II: SUBJECT SYLLABUSES

Subject Code	Subject	Page No.
Logistics and Ma	ritime Studies	
LGT5001	Organizational Management in Shipping and Logistics	27
LGT5002	International Logistics Systems, Operations and Management	30
LGT5013	Transport Logistics in China	33
LGT5014	Air Transport Logistics and Management	37
LGT5015	Supply Chain Management	40
LGT5017	Maritime Logistics	43
LGT5033	Lean Thinking and Practice	46
LGT5034	Global Sourcing and Supply	49
LGT5037	Project Management	52
LGT5040	Supplier Development	55
LGT5046	Contract Management	59
LGT5073	Risk Management in Operations	63
LGT5083	Digital Procurement Management and Analytics	67
LGT5101	Statistics for Management	71
LGT5102	Models for Decision Making	75
LGT5105	Managing Operations Systems	78
LGT5107	Total Quality Management	82
LGT5109	International Operations Management	85
LGT5113	Enterprise Resource Planning	88
LGT5122	Applications of Decision Making Models	92
LGT5133	Strategies and Technologies in Warehousing Management	95
LGT5152	Information Systems for Supply Chain Management	98
LGT5425	Business Analytics	101
LGT5426	Managing Innovation	104
LGT5202	Project (6 credits) (MSc only)	107
LGT5215	Practice of Global Supply Chain Management	110
Management & M	Marketing Parketing	
MM544	E-Commerce	112
Accounting and F	<u>Finance</u>	
AF5108	Accounting for Managers	115
Website of Comn	non Pool Electives	
https://fb.polyu.e	du.hk/study/taught-postgraduate-programmes/common-pool-	

electives/

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

Subject Code	LGT5001						
Subject Title	Organisational Management in Shipping & Logistics						
Credit Value	3						
Level	5						
Normal Duration	1-semester						
Pre-requisite / Co-requisite/ Exclusion	Nil						
Objectives	To provide students with a full understanding of the organisational and human resources management in the context of international shipping and logistics.						
	This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):						
	MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)						
	#1: Demonstrate how international shipping functions (Learning objective 1a)						
	#6 Practise business ethics						
Intended Learning Outcomes	Upon completion of the subject, students will be able to:  a. Demonstrate relevant professional knowledge and understanding of maritime and logistics organisations, the external environment in which they operate and how they are managed.						
	<ul><li>b. Understand and respond to changes in global business environment with respect to the management issues of globalisation, trade war, organisational structure, cultural diversity, ethics and quality management in the context of international shipping and logistics.</li></ul>						
	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.						
	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.						
	Organisational issues in managing logistics productivity and performance, Logistics quality process, Third-party logistics, Outsourcing.						
	Regulating regimes in International Shipping; Risk Mitigation, Business Ethics, Security Issues, Corporate responsibilities. Human resources management in context, leadership and customer care.						

# Teaching/Learning Methodology

Lectures introduce and explain key theoretical risk-related concepts. Functions on Shipping and Logistics Operations such as Ship Registration, Port State Control, key International Maritime Conventions, IMO and Maritime Security will be introduced to the class during tutorial sessions to foster a better understanding to the organizational management in shipping and logistics.

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%	<b>√</b>	✓	✓				
Presentation	10%	<b>✓</b>	<b>✓</b>	<b>✓</b>				
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 reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.

Student Study Effort	Class contact:					
Expected	■ Lectures / Tutorials	39 Hrs.				
	Other student study effort:					
	■ Self study	45 Hrs.				
	<ul> <li>Coursework</li> </ul>	42 Hrs.				
	Total student study effort	126 Hrs.				
Reading List and References	Shipping and Logistics Management, Lun, Yuen Ha(V Cheng, TCE, c2010	Venus), Lai, Kee Hung,				
	Maritime Logistics, A Guide to Contemporary Shipping DONG-WOOK SONG, PHOTIS M PANAYIDES, 2 <sup>nd</sup> E					
	Rahim, M. Afzalur, Managing conflict in orga Publishers, 2011, 4 <sup>th</sup> <i>Edition</i> . Managing conflict, Business School Press, c2007.					
	Aba-Bulgu,M. and Sardar M.N. Islam, Corporate crisis and risk management modelling, strategies and SME application. Oxford: Elsevier, 2007.					
	McLean, Hamish, Crisis command: strategies for managing corpcrises, ARK Group, 2009.					
	Richard G. Human Resources, Renckly, Barron's Educational Series, 2011, 3 <sup>rd</sup> Edition.					
	Deresky, Helen (2008), International management: m and cultures: text and cases, Upper Saddle River, N.J. (6th edition).					
	Morschett, Dirk, Strategic international management Springer e-books, Gabler, 2009.	t text and cases,				
	Hogan-Garcia, Mikel (2007), The four skills of cultural process for understanding and practice, Belmont, CA: (3rd edition).	• •				
	Joint ventures, mergers and acquisitions, and capital flo Lawrence R. Parker, editors. New York: Nova Science I					
	Journals:					
	Lloyd's List Alphaliner Weekly Newsletter Journal of Business Logistics International Journal of Physical distribution & Logistics Maritime Economics and Logistics	3				

Subject Code	LGT5002					
Subject Title	International Logistics Systems, Operations and Management					
Credit Value	3					
Level	5					
Normal Duration	1-semester					
Exclusion	CSE564 Transportation and Logistics LGT5061 International Logistics Management					
Objectives	This subject aims to provide students with an understanding of the growing importance of international logistics systems, operations and management.  To familiarize students with the fundamental knowledge and skills of international logistics and how they can be applied to help firms achieve cost and service					
	advantages in the world's marketplace, by integrating the logistics concept into the business and applying appropriate methods for specific logistics management problems at different international contexts.					
	This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):					
	MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)					
	Evaluate international logistics systems, operations and management, provide an ight and understanding of the concepts, theory of international logistics					
	MSc/PgD in Global Supply Chain Management					
	#1 Employ supply chain management (Learning objective 1b) 2 Build up operations and logistics concepts					
Intended Learning	Upon completion of the subject, students will be able to:					
Outcomes	<ul> <li>a. Identify and evaluate the elements of an international logistics system;</li> <li>b. Understand the relationships between international logistics management, the international business environment, and the opportunities and challenges for Hong Kong;</li> <li>c. Recognize the complexity of the elements in international logistics system and how they are related to organizational performance;</li> <li>d. Learn the current issues for the design and evaluation of an international logistics system;</li> </ul>					
	<ul> <li>e. Understand how the elements of an international logistics system should be integrated and coordinated in the most cost effective manner;</li> <li>f. Understand the implication of contemporary technology in the international logistics operations context</li> <li>g. Understand social responsibility and ethic in managing international logistics systems and operations.</li> </ul>					
Subject Synopsis/ Indicative Syllabus	Environment of a logistics system; Logistics and competitiveness; Globalization and the world economy; International logistics and the opportunities and challenges for Hong Kong; International trade theories and practices; Trading terms and practices; Import/ export issues; Logistics outsourcing and the risks; Logistics information management; IT-enabled logistics and emerging information technologies for					

logistics, Logistics customer services; Shipping markets and the roles of international shipping; Trends in the shipping industry, Air cargoes and intermodal freight transport; International purchasing and supply; Logistics and maritime security issues; Warehousing management; Reverse logistics and environmental issues; Customer and supplier relationships for international business; Applications of technology in international logistics such as digitalization, artificial intelligence, blockchain, and autonomous ship; Emerging topics and corporate social responsibility issues on international logistics management.

# Teaching/Learning Methodology

The learning outcomes are achieved through a participative approach where students are

- Encouraged to think of real life examples and discuss their management implications with peers in the class and with the lecturer;
- Required to learn from lectures, case analyses, article review, research papers, group discussion, and interactions with the lecturer and among themselves;
- Instructed to review current international logistics related articles to enhance their understanding of international logistics systems, operations, and management.

Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed								
	a b c d e f g								
Lecture	✓	✓	✓	✓	✓	✓	✓		
Tutorial	✓	✓	✓	✓	✓	✓	✓		

# 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					g		
1. Continuous assessment	50%								
Home Assignment	30%	<b>√</b>	<b>✓</b>	✓	<b>√</b>	<b>√</b>	<b>√</b>	✓	
Participation in discussions/Attendance	20%	<b>√</b>	<b>✓</b>	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	
2. Final Examination	50 %	<b>√</b>	<b>√</b>	✓	<b>√</b>	<b>√</b>	<b>√</b>	✓	
Total	100 %								

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

The objective of the final examination (50%) is for students to review all concepts covered in the course. There are two parts in coursework:

	1						
	Midterm test (30%) requires students to answer key points f topics with the aim for evaluating student learning outcomes						
	Class attendance performance (20%) encourages student par contributions to various class activities.	rticipation and					
	To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.						
Student Study	Class contact:						
Effort Expected	Lectures / Tutorials	39 Hrs.					
	Other student study effort:						
	Preparation for coursework activities	42 Hrs.					
	Self-study for course materials	45 Hrs.					
	Total student study effort	126 Hrs.					
Reading List and	Recommended reference materials						
References	United Nations Conference on Trade and Development (UNCTAD), Review of Maritime Transport, United Nations Publication, New York.						
	Lun, Y. H. V. and Lai, K. H. (2010) Shipping and Logistics Springer, UK. (ISBN-978-1-84882-996-1)	Management,					
	Lun, Y. H. V., Lai, K. H. and Cheng, T. C. E. (2009) Contain Management, Shipping and Transport Logistics Book Series Geneva, Switzerland. (ISBN 0-907776-40-X)						
	Hill, C. Schilling, M. A., and Jones, G. R., (2016). Strategic Integrated Approach, 12th Edition, Cengage Publishers. (IS 7)						
	Lu, C.S., Wang, Y, H, Yang, C. C, and Lin, C. C. (2019). In and Supply Chain Management, Tsang Hai Publishing (Taiv						
	Pierre David, and Stewart, Richard, (2010) International Lo Learning.	gistics, Cengage					
	Scholarly Journals: Maritime Business Review, International Distribution and Logistics Management	al Journal of Physical					

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.								
Objectives	To provide within an operational and business environment:								
	n advanced understanding of the market demand and supply, as well as rinciples and complexities of different mode of transportation in freight industry in China;								
	ne advanced skills necessary to implement logistics and supply chain nanagement strategy in various industrial sector within a logistics company nvironment;								
	proactive thinking to achieve and sustain advantage in a rapidly changing business/freight operational environment in China.								
Intended Learning	Upon completion of the subject, students will be able to:								
Outcomes	a. Analyse macro economical and industrial situation of transport logistics in China with updated facts and numbers.								
	b. Describe the modes of logistics operation of road, water, air, and rail in China.								
	c. Understand the emerging business mode of Chinese logistics companies. Gain strategic insight on how to develop logistics related business within China, with deep-dive analysis into rapid developing sectors.								
	d. Examine the policy and regulations in domestics and international trade, and the logistics relationship between China and Hong Kong.								
	e. Understand and apply the Chinese transport and commercial law.								
	f. Develop the ability to assess and evaluate the different logistics environments in China and Hong Kong.								

### Subject Synopsis/ Indicative Syllabus

- Transport Economics. Demand and supply for freight transportation services, market structure and organization, government intervention, as well as regional economic and transportation development
- Organizational 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; and Port Operations.
- Overview of China Trade and its impact on logistics; Commercial Transport Policy; Trading practice and related government organizations in China; Hong Kong/China co-operation; Future developments in China Trade.
- Customs ordinances and trade regulations; Legal framework for transport and logistics in China; Foreign investment law in transport and logistics industries; Legal framework for Chinese Free Trade Zones; Chinese dispute resolution mechanisms for maritime and logistics cases, Chinese Maritime Law (covering bills of lading, marine insurance;); and Chinese Civil Code (covering domestic transportation contracts and warehouse contracts).

### Teaching/Learning Methodology

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.

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.

Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed						
	a b c d e d						
Lecture	<b>√</b>	✓	✓	<b>√</b>	<b>√</b>	✓	
Tutorial	✓	✓	✓	$\checkmark$	✓	✓	

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

Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
		a	b	c	d	e	f	
1.Coursework Assignment/ case analysis	50%	<b>✓</b>	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	
2. Examination	50%	✓	✓	✓	✓	✓	<b>√</b>	
Total	100 %							

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

• 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.

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

## **Student Study Effort Expected**

Class contact:	
Lectures / Tutorials	39 Hrs.
Other student study effort:	
<ul><li>Self study</li></ul>	45 Hrs.
<ul> <li>Coursework</li> </ul>	42 Hrs.
Total student study effort	126 Hrs.

### Reading List and References

### **Recommended Textbooks and Statistical Reports**

Charles Guowen Wang, CSCMP Global Logistics Perspective – China, 2015

Blauwens, Gust; Peter De Baere, Eddy van de Voorde (2006), *Transport economics Antwerpen*: De Boeck.

China freight transport report [electronic resource] / Business Monitor International London: Business Monitor International

Anming Zhang et al. (2004), *Air cargo in mainland China and Hong Kong /* Anming Zhang ... [et al.]. Aldershot, England: Ashgate, c2004.

Hirst, Mike., (2008), *The air transport system*, Cambridge, England: Woodhead Pub.

*Ports, cities, and global supply chains,* Edited by James Wang et al., Aldershot, England: Ashgate, 2007.

《中国物流发展报告》/中国物流与采购联合会、中国物流学会, 北京市: 中国物资出版社

《中國海關》 [electronic resource] 北京:中國學術期刊(光盤版)電子雜誌社

《中国现代物流发展报告》,南开大学/国家发改委

《中国物流年鉴》,中国物资出版社

《中国供应链管理蓝皮书》,丁俊发主编,中国:中国物资出版社,

Journal of Air Transport Management

Maritime Policy and Management

Maritime Economics and Logistics

Transportation Research – Part A

Transportation Research – Part E

Transport Policy

Chinalawinfo

LGT5014							
Air Transport Logistics and Management							
3							
5							
1-semester							
Nil							
To provide students with an insight and understanding of the economic principles and key issues in the logistics operation and management of air transport.							
This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):							
MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)							
#2 Evaluate international logistics systems, operations and management, provide an insight and understanding of the concepts, theory of international logistics							
Jpon completion of the subject, students will be able to:							
Appreciate the dynamic nature of the air transport logistic industry. Understand the basics of aviation economics, including impacts of the external forces (economic, geographic, demographic, legal, political, environmental and technological), and the internal forces (economic, competitive, operational) on the air transport logistics business. Use data to conduct cost-benefit analysis and model demand in air transport markets. Understand the basics of air cargo operation and airport operation. Understand the implication and application of artificial intelligence in air transport.							
The following topics will be covered in various extents and forms. The instructor may change the order and weights of these topics wherever fits.  • Economic impacts and current issues in the air transport industry  • Influential factors of aviation markets							
Air transport demand							
Costs and production of air transport services							
Intermodal issues in the air transport industry							
<ul> <li>Air cargo operation</li> <li>Air freight forwarding / Express business model</li> </ul>							

	<b>A</b> : ,							
	<ul><li>Airport operation</li><li>Low-cost carriers</li></ul>							
	<ul> <li>Applications of artificial intelligence in air transport</li> </ul>							
Teaching/Learning	Lectures will be used to present the theoretical foundations and how alternati						ernative	
Methodology	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.						ive the d to use	
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					nes to
			a	b	c	d	e	
	Coursework	50%	✓	✓	✓	✓		
	Examination	50%	✓	✓	✓	✓	✓	
	Total	100 %			l	ı	J	•
	Explanation of the appropriateness of the assessment methods in assessint intended learning outcomes:  To reflect the significant technology content in this subject, 10% (or rethe overall weighting of this subject is based on individual assessment concerning technology-related knowledge.							e) of
Student Study Effort	Class contact:							
Expected	Lectures / Tutorials					39 Hrs.		
	Other student study effor	t:						
	Self study	■ Self study				87 Hrs.		
	Total student study effor	t					120	6 Hrs.
Reading List and References	Book  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. (2019), *Flying Off Course: The Economics of International Airlines*, 5<sup>th</sup> edition, Routledge.

Morrell, P. (2019), *Moving Boxes by Air: The Economics of International Air cargo*, 2<sup>nd</sup> edition, Abingdon, Oxon: Routledge

Oum, T.H, and Yu, C. (1998) Winning Airlines: Productivity and Cost Competitiveness of the World's Major Airlines, Kluwer Academic, Boston.

Oum, T.H., Park, J. H. and Zhang, A. (2000), *Globalization and Strategic Alliances: The Case of the Airline Industry*, Pergamon for Elsevier Science.

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

Wensveen, J. G. (2011). *Air Transportation: A Management Perspective* (7<sup>th</sup> ed.), Ashgate.

#### **Journals**

Air Cargo News
Airline Business
Aviation Strategy
Flight International
Aviation Economics
Journal of Air Transport Management

Subject Code	LGT5015
Subject Title	Supply Chain Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	This course discusses the concepts, theory, models, tools, and the best practices of modern supply chain management (SCM) to help students:  • understand the strategic importance of SCM in improving a firm's competitive position in the marketplace with consideration of the fast-evolving economic, policy, and regulatory requirements for international trade and logistics;  • understand the key characteristics of successful supply chains and how they differ from the traditional approaches;  • gain insights into issues involved in the design, planning, and deployment of a supply chain;  • understand the design of international logistics networks and distribution strategies  • understand the impact of SCM principle on a firm's overall strategy, in particular, the impact on a firm's marketing strategy;  • understand the supply chain management development in the internet plus time;  • develop fundamental data science skills for analyzing and managing a supply chain in an organization.  This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):  MSc/PgD in International Shipping and Transport Logistics (Mixed-mode/Full time Stream)  #2 Evaluate international logistics systems, operations and management, provide an insight and understanding of the concepts, theory of international logistics  MSc/PgD in Global Supply Chain Management  #1 Employ supply chain management (Learning objective la)  #5 Practise business ethics

Intended Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to: <ul> <li>a. evaluate the impact of supply chain and international logistics activities on the financial performance of a firm</li> <li>b. identify and assess the inter-actions of inventory, time, information, and financial factors in a supply chain context</li> <li>c. understand basic data science and modelling approaches for supply chain design, coordination and optimization</li> <li>d. recognize and understand the importance of the multi-organizational nature of supply chain management</li> <li>e. recognize and understand the importance of logistics network design and distribution strategies and the corresponding multi-modal transportation arrangements that are essential to contemporary shipping and logistics</li> <li>f. recognize and understand some key issues in supply chain management and the possible approaches that can be used to tackle these issues</li> <li>g. understand the ethical issues in the global supply chain management</li> </ul> </li> </ul>
Subject Synopsis/ Indicative Syllabus	<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> <li>Ethical issues in supply chain and logistics operations</li> </ul>
Teaching/Learning Methodology	Lectures to introduce concepts, theories, management issues, and methodologies.  Case studies and/or group projects: make connections of the contents from the lectures with real business practices so as to deepen the understanding of the concepts, theories, and issues of supply chain management.  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.

Assessment Methods in Alignment with Intended Learning Outcomes	methods/tasks weighting			Intended subject learning outcomes to be assessed (Please tick as appropriate)						
			a	b	c	d	e	f		
	1. Coursework*	50 %	✓	✓	✓	✓	✓	✓		
	2. Examination	50 %	✓	✓	✓		✓	✓		
	Total	100 %		•	•	ı	•			
	*Coursework may include case studies, group projects, individual assignments, and class participation  To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.									
Student Study Effort	Class contact:									
Expected	Lectures / Tutorials					39 Hrs.				
	Other student study effort:									
	Readings / Homework / Projects / Case studies 87						7 Hrs.			
	Total student study effo	rt					120	6 Hrs.		
Reading List and References	Simchi-Levi, Kaminsky and Simchi-Levi, <i>Designing and Managing the Schain: Concepts, Strategies and Case Studies</i> , 3 <sup>rd</sup> Edition, McGraw-Hill,									
	Cachon and Terwiesch, <i>Matching Supply with Demand: An Introduction to Operations Management</i> , 4 <sup>th</sup> Edition, McGraw-Hill Education, 2019.									
	Chopra, Supply Chain Management: Strategy, Planning, and Operation, 7 <sup>th</sup> Edition, Pearson, 2019.							$7^{ ext{th}}$		

Subject Code	LGT5017
Subject Title	Maritime Logistics
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	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.
Intended Learning	Upon completion of the subject, students will be able to:
Outcomes	<ul><li>a. Demonstrate relevant professional knowledge and understanding of maritime logistics, the international maritime environment in which they operate and how they are managed.</li><li>b. Understand and respond to current developments of the relevant political,</li></ul>
	economical, social and technological issues and their influences on the operations and management of maritime logistics.
	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	Environment of international logistics, 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. Management of multimodal transport. Management of multimodal transport. Technologies in maritime logistics such as autonomous ship, Blockchain, and AI. Logistics center and free trade zone. Maritime security issues.
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.
	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 the	ir experience	and lea	arn fron	n each o	other.		
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting			oject lea (Please			
			a	b	c			
	Coursework							
	Home assignment	30%	✓	<b>√</b>	<b>✓</b>			
	Participation in discussions / Attendance	30%	<b>√</b>	<b>√</b>	<b>√</b>			
	Examination	40%	✓	<b>√</b>	<b>√</b>			
	Total	100 %			•	-1	•	
	Explanation of the approprintended learning outcomes.  Since the course focuses on practical, work-based explanations assessment. Coursework in critical issues in the manatheoretical concepts learned life operational situations, a reinforce their concepts three	the maritime periences for the form of gement of m during the leas well as enl	e logist rm an presen aritime ctures a hance s	ics, cas importation a logistind enal tudents	te analy tant co and quize in color their comments.	sis and institue z which context r application	l learni ent of h targe will r	ing from student ets some reinforce s in real-

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

Student Study Effort	Class contact:						
Expected	■ Lectures / Tutorials 3						
	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	United Nations Conference on Trade and Development (Maritime Transport 2020, United Nations, 2021	UNCTAD), Review of					
	Dong-Wook Song, Photis M. Pannyides, Maritime logistics: a guide to contemporary shipping and port management, Kogan Page, 2 <sup>nd</sup> Edition, ISBN-13: 978-0749472689, 2016.						
	Alphaliner, weekly issue.						
	Su, E., Tang, E., Lai, K. K., Lee, Y. P., and Edward Tang, Operational Risk Management in Container Terminals, Taylor and Francis, 2015.						
	Container terminals and automated transport systems: logistics control issues and quantitative decision support / Hans-Otto Günther, Kap Hwan Kim, editors. Berlin: Springer-Verlag, 2005.						
	Cullinane, Kevin,International handbook of maritime economics, Edward Elgar, 2011.						
	Maritime private security market responses to piracy, terrorism and waterborne security risks in the 21st century, Routledge, 2012.						
	Pozdnakova, Alla (2008), Liner shipping and EU competition law, Wolters Kluwer.						
	<u>Journals</u>						
	Maritime Business Review Maritime Economics and Logistics Journal. Fairplay- The International Shipping Weekly. Maritime Policy and Management. International Journal of Shipping and Transport Logistics Transportation Research Part E: Logistics and Transporta Alphaliner, Clarksons, Lloyd's List.						

Subject Code	LGT5033					
Subject Title	Lean Thinking and Practice					
Credit Value	3					
Level	5					
Normal Duration	1-semester					
Pre-requisite / Co-requisite/ Exclusion	Nil					
Objectives	<ul> <li>To provide students with a strategic overview of lean thinking philosophy and concepts.</li> <li>To enable the students to critically review the principles of lean thinking.</li> <li>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.</li> <li>To equip students the technics to manage lean data</li> <li>To employ entrepreneurial concepts as a strategy in lean thinking and practice</li> <li>To prepare students to become entrepreneurs or management executives through practicing lean management</li> <li>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</li> <li>MSc in Operations Management</li> <li># 2 Develop the specific operations management knowledge</li> </ul>					
Intended Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to: <ul> <li>a. Able to employ lean thinking concepts as a strategy to eliminate waste and improve organizational performance.</li> <li>b. Able to apply lean concepts and tools to identify improvement areas and generate solutions in order to improve operational efficiency.</li> <li>c. Able to undertake an efficiency improvement project with lean thinking concepts and tools, and present the project proposal professionally.</li> <li>d. Able to perform lean data management</li> <li>e. Able to perform lean techniques and management in different industries</li> <li>f. Able to apply entrepreneurial concepts as a strategy in lean thinking and practice</li> </ul> </li></ul>					

# **Subject Synopsis/ Indicative Syllabus**

- Philosophy and evolution of lean thinking
- Lean principles:
  - Value
  - Value stream
  - Flow
  - Pull
  - Perfection
- Lean techniques
  - Value identification techniques
  - Value stream mapping techniques
  - Just-in-Time and Kanban systems
  - Lean data
  - Reliability and maintenance
  - Big data management
  - Entrepreneurial concept in leaning thinking
  - Current issues in lean thinking

### Teaching/Learning Methodology

Contact hours: 39 hours

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	d	e	f
Continuous Assessment	50%	<b>√</b>	<b>√</b>	<b>√</b>	<b>✓</b>	<b>√</b>	<b>√</b>
Examination	50%	✓	✓	<b>√</b>	<b>✓</b>	✓	<b>✓</b>
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 reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge

Student Study Effort	Class contact:	
Expected	Lectures / Tutorials	39 Hrs.
	Other student study effort:	
	<ul> <li>Preparation for lectures</li> </ul>	45 Hrs.
	<ul> <li>Preparation for the assignment and project</li> </ul>	42 Hrs.
	Total student study effort	126 Hrs.
References	Womack, J., and Jones, D. (the latest edition) Lean Think Create Wealth In Your Corporation, New York, Sin Womack, J., Jones, D., and Roos, D. (the latest edition Changed The World, New York, Rawson Associated Rich, N., Bateman, N., Esain, A., and Massey, L. (the Evolution: Lessons from the Workplace, Cambridge Tapping, D., and Shuker, T. (the latest edition) Value Sociated the Lean Office, Productivity Press.  Journals  Journal of Operations Management  International Journal of Service Industry Management  Decision Sciences  International Journal of Production Economics  International Journal of Production Research  International Journal of Operations and Production Management	non and Schuster.  on) The Machine That is.  ne latest edition) Lean  tream Management for

	T. CITTOR !
Subject Code	LGT5034
Subject Title	Global Sourcing and Supply
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	This subject examines global sourcing decisions and development of supply strategy and network of firms in their integration of international value chains in changing business environments.  This subject contributes to the following Intended Learning Outcomes for the
	MSc programme(s):
	MSc/PgD in Global Supply Chain Management
	#1 Employ supply chain management (Learning objective 1b)
	#3 Manage global sourcing and procurement
Intended Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to:</li> <li>a. outline the internationalization strategies of firms in changing global business environments,</li> <li>b. examine international purchasing &amp; supply decisions and development of global sourcing,</li> <li>c. evaluate global sourcing functions in context of integrated international value chains,</li> <li>d. develop global sourcing organization and strategies for effective supply chain process management,</li> <li>e. understand the best practices and contemporary issues of global sourcing and supply</li> <li>f. analyses big data for global sourcing and supply</li> <li>g. employ entrepreneurial concepts as a strategy in global sourcing and supply</li> </ul>
Subject Synopsis/ Indicative Syllabus	<ul> <li>Global business environments and internationalization strategies of firms</li> <li>Role of government, regional economies and business-government relationships</li> <li>International competitiveness of firms, industries and nations</li> <li>International purchasing and governance of transactions</li> <li>Foreign exchange risks in international business operations</li> <li>Development of global supply chains and sourcing strategies of firms</li> <li>International R &amp; D, technology and business network development</li> <li>Supplier development in foreign markets</li> <li>Logistics management for global supply</li> <li>Integration of international value-chain functions</li> <li>Structural and cultural control in global business</li> </ul>

Global sourcing for effective supply chain management Best (relevant) practices of global sourcing and supply management Contemporary issues of global sourcing and supply management Leadership in making changes in relation to sourcing activities Big data analytics for global sourcing and procurement Eentrepreneurial concepts as a strategy in global sourcing and supply Teaching/Learning Lectures and discussion are used to introduce to students the concept, theory Methodology 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 0/0 Specific assessment Methods in Intended subject learning outcomes to be methods/tasks weighting assessed (Please tick as appropriate) Alignment with **Intended Learning** h d f a g **Outcomes** 1. Coursework 50% ✓ ✓ 2. Final 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) Class discussion of cases, participation and presentation will in total contribute to a weight of the remaining 50% in the course. To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge. Class contact: **Student Study Effort Expected**  Lectures / Tutorials 39 Hrs. Other student study effort: Private studies, group presentation and individual 87 Hrs. written assignment Total student study effort 126 Hrs.

# Reading List and References

- 1. Weele, Arjan J. Van (2014), <u>Purchasing & Supply Chain Management</u>, Cengage Learning.
- 2. Fred Sollish & John Semanik (2011), <u>Strategic Global Sourcing Best Practices</u>, Wiley.
- 3. Robert J. Trent (2007), Strategic Supply Management, Creating the Next Source of Competitive Advantage, J. Ross Publishing.
- 4. Branch, A.E. (2009), <u>Global Supply Chain Management and</u> International Logistics, Routledge.
- 5. Cheng, L.K. and Kierzkowski, H. (Eds) (2001), <u>Global Production and</u> Trade in East Asia, Kluwer.
- 6. Cattaneo, O., Gereffi, G. and Staritz, C. (Eds.) (2010), <u>Global Value Chains in a Postcrisis World</u>, The World Bank.
- 7. Daniels, J.D., Radebaugh, L.H. and Sullivan, D.P. (2011), <u>International Business</u>, Pearson.
- 8. Dicken, P. (2007), <u>Global Shift: Mapping the Changing Contours of the World Economy</u>, Guilford Press.
- 9. Kotabe, M. and Helsen, K. (2010), <u>Global Marketing Management</u>, Wiley.
- 10. Lane, C. and Probert, J. (2009), <u>National Capitalisms</u>, <u>Global Production Networks</u>, Oxford University Press.
- 11. Trent, R.J. and Roberts, L.R. (2010), <u>Managing Global Supply Chain</u> and Risk, J.Ross.
- 12. Burt, David N., Dobler, Donald W., and Starling, Stephen L. (2004), World Class Management, the Key to Supply Chain, Mc Graw Hill.

Subject Code	LGT5037					
Subject Title	Project Management					
Credit Value	3					
Level	5					
Normal Duration	1-semester					
Pre-requisite / Co-requisite/ Exclusion	Nil					
Objectives	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.  To provide the students key components of project management, and practical methodologies in managing projects of different natures.					
Intended Learning	Upon completion of the subject, students will be able to:					
Outcomes	<ul> <li>a. Obtain the fundamental principles, concepts and techniques in project management.</li> <li>b. Understand modern project management trend and methods.</li> <li>c. Apply project management methodologies and techniques in enhancing business performance for organizations.</li> <li>d. Recognize issues in a realistic project scenario.</li> <li>e. Identify and use key performance metrics for measuring project success.</li> </ul>					
Subject Synopsis/ Indicative Syllabus	<ul> <li>Definition and characteristics of a project, project success criteria, project life cycle, project management trade-off, and corporate social responsibility in project management</li> <li>Project selection, and project portfolio evaluation</li> <li>Project defining, project budgeting, and Work Breakdown Structure (WBS)</li> <li>Project planning, project network, critical path method (CPM), and Gantt charts</li> <li>Resource management</li> <li>Risk management, PERT, and critical chain project management (CCPM)</li> <li>Cost and time management</li> <li>Project monitoring and control</li> <li>Project closure</li> </ul>					

	<ul> <li>Managing project team, stakeholder analysis, effective project communication, and ethical issues in project management</li> </ul>								
	■ Project management software tools								
Teaching/Learning Methodology	Lectures are designed to provide a basic grounding in principles, concepts and techniques in project management.  Tutorials provide the environment and means for student-centered learning, in the form of class discussions, case analyses, problem exercises, simulation games, group project, and experience sharing.								
Assessment Methods in Alignment with Intended Learning	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
Outcomes			a	b	c	d	e		
	1.Continous assessment	50%	<b>V</b>	√	√	√	<b>V</b>		
	2. Final examination 50% $\sqrt{}$						1		
	Total 100 %								
	Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:  Continuous assessment consists of course project and homework assignment, which can assess the students' understanding in theories, techniques and principles, evaluate their ability to apply project management methodologies/techniques and their ability to recognize and solve problems in real business environment.  Final examination will assess the students' understanding in theories and principles, evaluate their ability to apply methods and techniques independently.							nent, ms in	
Student Study Effort Expected	Class contact:								
Enort Expected	■ Lectures / Tutorials 39 Hrs.								
	Other student study effor	rt:							
	■ Readings						4	5Hrs.	
	■ Assignments						4	2Hrs.	
	Total student study effor	t					12	6 Hrs.	

# Reading List and References

Larson, E.W. and Gray, C.F. (2017), Project Management: the Managerial Process. 7<sup>th</sup> Edition. McGraw-Hill.

Brown, K.A. and Hyer, N.L. (2010), Managing Projects: A Team-Based Approach. McGraw-Hill.

PMI. (2017), A Guide to the Project Management Body of Knowledge (PMBOK Guide). 6<sup>th</sup> Edition. Newton Square, PA, USA.

Snyder, C. (2016), Microsoft Project 2016 for Dummies. Wiley.

Klastorin, T. (2011), Project Management, Tools and Trade-offs. 1<sup>st</sup> Edition. Pearson Learning Solutions.

Goldratt, E.M. (2002), Critical Chain. 1st Edition. The North River Press, Great Barrington, MA, USA.

Meredith, J.R. and Mantel, S. (2011), Project Management: a Managerial Approach. 8th Edition. John Wiley & Sons, Inc.

Thomke, S. (2007), Managing Product and Service Development: Text and Cases. McGraw-Hill.

Lister, A. (2005), Project Planning and Control. Elsevier Ltd.

Subject Code	LGT5040
Subject Title	Supplier Development
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<ol> <li>To ensure students are able to understand the rationales and approaches on supplier development and how suppliers can be involved in helping themselves and their customers to compete effectively and generate new competitiveness in their long-term supply chain development.</li> <li>To provide comprehensive strategies, tools and emerging technologies available for supplier development that are feasible the organizations to develop the capability of a sustainable supply base to meet current and future needs.</li> <li>To ensure that students are able to analyze and consider the attributes of supplier relationship options, identify their particular features, and determine what, when and how the chosen relationship can best be established and subsequently managed to achieve the desired business objective.</li> </ol>
Intended Learning	Upon completion of the subject, students will be able to:
Outcomes	<ul> <li>a. Realize the advantages and benefits of involving and developing suppliers through appropriate supplier development programs to generate new competitive advantages in global supply chain management.</li> <li>b. Make use of the modern management tools and emerging technologies available to develop a supply base for meeting operations and strategic needs.</li> <li>c. Select the most appropriate suppliers under different settings, and to determine the necessary type and level of relationships to be developed aiming to accomplish with long term business goals.</li> <li>d. Assess the performance of suppliers and methods to improve suppliers' performance with an aim to identify improvement objectives and strategies in supplier development.</li> <li>e. Be attentive and responsive to ethical issues, Corporate, Social Responsibility (CSR) and Environment, Social and Governance (ESG) requirements in business through determining strategic options in supplier development to meet ethical and sustainable business requirements.</li> </ul>
Subject Synopsis/ Indicative Syllabus	<ul> <li>Understand the needs and approaches to develop suppliers in pursuing a competitive global supply base to gain competitive advantage and operational sustainability.</li> <li>Examine the options, models, tools and techniques available for determining the size and structure of the supply base for each category of purchase requirement, identify potential suppliers,</li> </ul>

- understand the strengths and weakness of suppliers, derive the criteria of ideal suppliers and determining the fit for purpose relationships and relational strategies.
- Understand corporate culture characteristics including ethics, and compliance on code of practices between buying firm and suppliers to build long term business relationship with harmony and mutual profitable growth.
- Identifying the most appropriate short term and long term supplier development strategies dependent upon whether the relationship is collaborative or arm's-length and the certainty of transactions.
- Adopt contemporary tools and emerging technologies such as but not limited to e-business, big-data, information platform, analytics, digitalization and automation suitable and feasible to supplier development that encourage cooperation for mutual advantage and success in global supply chain management.
- Understand and consider to adopt quality management models, TQM systems and tools for continuous improvement and to put in place appropriate supplier rating and performance measurement systems that recognize and incentivize performance.
- Understand the approaches in sharing of transference of knowledge in technological improvements and innovation in products and services development between the buying firm and the suppliers.
- Understand sustainability, risks analysis and mitigation, ethical issues and impacts in procurement and purchasing, and to consider suitable strategies to achieve sustainable and ethical objectives in supplier development planning and controls.

# Teaching/Learning Methodology

Teaching Methodology adopted by Subject Lecturer:

Lecturing in accordance with the syllabus, provide supporting reference materials, articles and journals with elaboration to trigger students' strategic thinking on related subjects; experience sharing by lecturer on successful and failure cases, comments on presentations, case discussions and tutorial on key topics and group project, and feedback on coursework performance.

Learning Methodology adopted by students:

Classroom learning, group discussion, library visit and searching for articles and journals, group project preparation and presentation, cross learning during classroom discussion, and in-class and off-the-class Q&A with lecturer etc.

### Assessment Methods in Alignment with Intended Learning Outcomes

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

	Explanation of the appropriateness of the assessment methods in assessing the							
	intended learning outcomes:	C						
	The individual assignment can drive the students not only studying the course materials but also searching for more readings in library and websites to enhance and enrich their learning results.							
	The group project can help the students to share and exchange learned techniques, and apply learned knowledge and concepts in real practice. The Group Project consists of oral presentation (15% weight) and written report (15% weight).							
Student Study	Class contact:							
Effort Expected	Lectures / Tutorials	39 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, <i>Sloan Management Review</i> , 40 (4).							
	Burt D.N./ Dobler D.W./ Starling L.S. (2004) World Class Supply Management, Seven Edition, McGraw Hill.							
	Cavinato, Joseph L. & Kauffman, Ralph G. (1999) <i>The Purchasing Handbook:</i> a guide for the purchasing and supply professional, National Association Of Purchasing Management.							
	Chong Wu, Hubert Pun, Zhenhua Zhang (2017) COLIN Development, Ivey Publishing.	Co.: New Product						
	Larry Huston, Nabil Sakkab (2006) Connect and Developed Gamble's New Model for Innovation, Harvard Business SHBR.							
	Lee Hau, Sheila Melvin (2015) Everything is Connected Sustainability at Li & Fung, Graduation School of Stanfo							
	Larry Huston, Nabil Sakkab (2006) Connect and Develog Gamble's New Model for Innovation, Harvard Business I							
	Monczka,R.M./Handfield,R.B./Giunipero,L.C. (2009) Pachain Management, South-Western, Mason, OH.	urchasing and Supply						
	Morgan L. Swink, Vincent A. Mabert (2000) Product De Partnerships: Balancing the Needs of OEMs and Supplie Horizons/Indiana Univ.	-						

Neale O'Connor, Anne Wu, Shannon Anderson, Yu Chen (2011) *Strategic Performance Measurement of Suppliers at HTC*, Asia Case Research Center, University of Hong Kong.

Robert S. Kaplan, David P. Norton (2003) *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*, HBS Press

Van Weele A.J. (2005) *Purchasing & Supply Chain Management: Analysis, Strategic, Planning and Practice*, Fourth Edition, Thomson.

Subject Code	LGT5046
Subject Title	Contract Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	To equip students with the knowledge and understanding of the forms and management of contractual relationships with specific emphasis on the ways to realize purchasing objectives through legal contracting, negotiation and management.
	This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):
	MSc/PgD in Global Supply Chain Management
	#3 Manage global sourcing and procurement
Intended Learning Outcomes	Upon completion of the subject, students will be able to:
	a. Recognize the different stages of typical contract life cycle, from contract negotiation to its conclusion (full performance, termination, or novation);
	b. Understand the key concepts related to contract law, with special attention to the Uniform Commercial Code (UCC) and the Vienna Convention on International Sales of Goods;
	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 <u>SCS Communications, Inc. v. Herrick Co., Inc.</u> , 360 F.3d 329 (2d Cir. 2004));
	d. Appreciate the legal implications of technical changes in modern sales contract performance by discussing the principles mentioned in <u>U.S. v.</u> <u>Bruce</u> 531 F. Supp. 2d 983, which involved the use of counterfeit Universal Product Code (UPC) stickers to purchase retail products at less than its full retail price;
	e. 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 framework and issues of Contract Management;
	f. 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;

- g. Examine major issues of legal risk exposure and risk management under the contract management spectrum;
- n. Familiar with contract management to a level that is adequate for continued self-enhancement of knowledge and practical applications of the subject; and
- i. Explore and understand how emerging technologies (for examples, artificial intelligence, blockchain, cloud computing etc.) impose potential and apparent issues in managing contracts, particular maintaining the contractual relationships between contracting parties.

#### 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 contract law? (with special attention the UCC and the Vienna Convention on International Sales of Goods); how to draft commercial agreement, with focus on 'Joint Letter of Intent'.

Legal implications of the technical changes in modern sales contract performance: legal cases relate to the use of counterfeit Universal Product Code (UPC) stickers to purchase retail products at less than its full retail price.

**Dispute resolution and relationship strategies**: making and defending a claim and dispute resolutions.

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.

**Pre-Contract Negotiation**: understanding, objectives and phases of contract negotiation, contract negotiation power and skills, roles of negotiator and negotiation tactics.

**Contract Management Framework and Practices**; contract management framework and (best) practices in contexts and actions.

**Dispute Resolution and Management:** conflict and disputes, dispute handling, alternative dispute resolution, and dispute negotiation skills.

Current Issues of Contract Management: legal risks and management, legal remedies, standard form contract, relationship management, enterprise contract management software solutions, and emerging technologies (for examples, artificial intelligence, blockchain, cloud computing etc.) relevant to (best) practices of managing contracts on the one hand and maintaining contractual relationships between the contractual parties on the other.

#### The lectures cover the basic concepts and theories. Tutorial sessions, if any, allow Teaching/Learning Methodology students to discuss the lectures and present the application of different methods to manage contracts in smaller groups. Assessment Methods Intended subject learning outcomes to be in Alignment with Specific assessment % assessed (Please tick as appropriate) **Intended Learning** methods/tasks weighting **Outcomes** a b d e $\checkmark$ ✓ ✓ $\checkmark$ $\checkmark$ ✓ Coursework $\checkmark$ $\checkmark$ 50% **Final** 50% Examination 100 % Total Not less than 10% of the course grade will be assigned to assess the learning outcome items (d) and (i) in the forms of individual and/or group assignments or one examination question in the final examination (to be decided by the subject lecturers). Class contact: **Student Study Effort Expected** 39 hrs. • Lectures / Tutorials (if any) Other student study effort: 45 hrs. Reading and self-study Preparation for coursework and final examination 42 hrs. Total student study effort 126 hrs. **Reading List and Main Reference Textbooks** References The Chartered Institute of Purchasing and Supply (2002), Project and Contract Management, CIPS Siviglia, P. (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) West Law Database (2014), Law of Purchasing re "The obligation to negotiate in good faith" (LPURCH § 49:28); Flight Systems, Inc. v. Electronic Data Systems Corp. (1997) 112 F.3d 124; SCS Communications, Inc. v. Herrick Co., Inc. (2004) 360 F.3d 329

Burt, D., Petcavage, S. and Pinkerton, R. (2010). 'Supply management'. 8<sup>th</sup> Edition, McGraw-Hill/Irwin.

Costintino, C.A. and Merchant, C.S. (1996). 'Designing conflict management systems: A guide to creating productive and healthy organizations'. San Francisco: Jossey-Bass.

Oliver, D. (2010). 'How to negotiate effectively'. 3rd edition, Kogan Page.

Saxena, A. (2008). 'Enterprise contract management. A practical guide to successfully implementing an ECM solution'. J. Ross Publishing Inc., Florida.

Yarn, D. H. (1995). 'Dictionary of conflict resolution'. San Francisco: Jossey-Bass.

### **Main Reference Journals**

The International Association for Contract & Commercial Management

National Contract Management Association – Journal of Contract Management

Institute for Supply Management – Journal of Supply Chain Management

### **Legislations**

Sale of Goods Ordinance (Cap 26) (Hong Kong)

Uniform Commercial Code (U.S.)

Vienna Convention on International Sales of Goods (international)

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

	objectives, and how the emerging risks, crises and disruptive events are managed by risk management, business continuity (contingency) planning and crisis management respectively.
Subject Synopsis/ Indicative Syllabus	Introduction and Understanding the Correct Principles and Concepts of Risks: origin of risk, definition of risk, elements of risk, risk and uncertainty, risk perception, risk exposure, risk response, classification of risk, sources of risk, causes of risk, typical organizational risks in businesses and operations, and supply chain risks.
	Fundamental of Risk Management: development of risk management, understanding of risk management, contributions of risk management, roles and responsibilities for risk management, and enterprise of risk management.
	Risk Management Process for Negative Risks: the logical and sequential steps of risk management process covering determination of risk management objectives (aligns with corporate objective), identification of all potential and inherent risks, assessment and evaluation of risks (including risk analysis, risk measurement and the use of risk matrix), selection of risk management strategies, identification of risk management actions (the logical steps to identify risk problems and root causes (risk factors and hazards) on the basis to determine the risk management actions), implementation of risk management actions, and finally the performance measurement of the effectiveness and efficiency of risk management actions.
	<b>Risk Management Strategies and Techniques:</b> risk management strategies for negative and positive risks, the corresponding techniques to manage negative risks, and the use of derivatives to hedge and manage speculative risks.
	Business Continuity (Contingency) Planning and Crisis Management: the extension of the entire risk management programme to cover business continuity (contingency) planning and crisis management, the understanding, basis and purposes of business continuity (contingency) planning and crisis management, and the details of preparing and implementing business continuity (contingency) planning and crisis management.
	<b>Risk Culture</b> : national culture and organizational culture, chain effect of culture, overview of organizational culture and its determinants, risk and organizational culture, risk culture, and revisit of risk perception and risk attitude.
	<b>Supply Chain Risk and Risk Management</b> : fundamental of supply chain risks, overview and understanding of supply chain risk management, and supply chain risk management process.
	Entire Risk Management Programme and Emerging Technologies: negative and positive risks (technology risks) arising from emerging technologies (for examples, artificial intelligence, blockchain, cloud computing etc.) Business continuity (contingency) planning and crisis management to manage disruptive event and social media crisis respectively arising from emerging technologies.

### Teaching/Learning Methodology

Lecture: Learn academic concepts and practical techniques/methods of the entire risk management programme aims at allowing students to acquire the correct understanding of the principles and concepts of risk and risk management, and then putting and applying the academic concepts and practical applications of risk management, business continuity (contingency) and crisis management approaches, techniques and methods into contexts.

Coursework and final examination: Learn to practically apply risk management, business continuity (contingency) and crisis management approaches, techniques and methods, and to study selected topics in-depth.

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

Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		a	b	c	d	e	
Coursework	50%	✓	<b>✓</b>	<b>✓</b>	✓	<b>√</b>	
Final Examination	50%	<b>✓</b>	<b>✓</b>	<b>√</b>	<b>√</b>	✓	
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 and work-based experiences forms an important constituent of students' learning and assessment.

The coursework assesses the abilities of students to understand, comprehend and apply the knowledge and skills in risk management, together with business continuity (contingency) planning and crisis management, to reinforce and apply the academic principles/concepts and practical applications learnt during the lectures that enable their applications in real-life operational and commercial situations.

The final examination tests the abilities of the students to understand and comprehend all basic concepts, knowledge, techniques and methods of risk management, business continuity (contingency) planning and crisis management; and also their abilities of the students to apply all basic skills to resolve the case analysis and problems in risk management, business continuity (contingency) planning and crisis management.

Not less than 10% of the course grade will be assigned to assess the learning outcome item (e) in the coursework or one examination question in the final examination (to be decided by the subject lecturer).

Student Study Effort	Class contact:			
Expected	Lectures / tutorials (if any)  39 hrs			
	Other student study effort:			
	Self-study for preparing lectures, tutorials (if any) and final examination 45			
	Preparation of coursework	42 hrs.		
	Total student study effort	126 hrs.		
Reading List and References	Main Reference Books			
	Blunden, T & John Thirlwell. (2010). Mastering operational risk. Harlow, England; New York: Financial Times Prentice Hall			
	Devlin, E.S. (2007) <i>Crisis management planning and execution</i> . Boca Raton, FL: Auerbach Publications, c2007.			
	Haimes, Y. Y. (2004) Risk Modeling, Assessment and Management. New York: Wiley.			
	Handfield, R.B. & Kevin McCormack (ed.) (2008) Supply chain risk management: minimizing disruptions in global sourcing. Roca Raton, Fla.: Auerbach Publications.			
	Hubbard, D.W. (2009) The failure of risk management: why it's broken and how to fix it. Hoboken, N.J.: J. Wiley & Sons.			
	Oliver, E. Clifford. (2011) Catastrophic disaster planning and response [electronic resource]. Boca Raton: CRC Press.			
	Trim, Peter R.J & Jack Caravelli (ed.) (2009). Strategizing resilience and reducing vulnerability. New York: Nova Science Publishers, c2009.			
	Main Reference Journals			
	Journal of Business Continuity & Emergency Planning			
	Institute of Risk Management (IRM)			
	The Public Risk Management Association, US (PRIMA)			
	The Public Risk Management Association, UK (ALARM)			
	Association of Insurance and Risk Managers			
	International Standard			
	ISO3100 (2018) Risk Management			

	T					
Subject Code	LGT5083					
Subject Title	Digital Procurement Management and Analytics					
Credit Value	3					
Level	5					
Normal Duration	1-semester					
Pre-requisite / Co-requisite/ Exclusion	Nil					
Exclusion	LGT5032 Strategic Procurement Management					
Objectives	To ensure that students fully comprehend how digital procurement and supply as key business competences can impact directly on the competitive position and operational efficiency of organizations.					
	To enable students to understand how digital procurement management can be applied onto the wider economic scenario and the importance of the structures of the supply and value chains in which the organization operates and the power regimes that determine the business options available to them.					
	To establish awareness of a range of perspectives of digital procurement management, and the importance of managers having knowledge of the range of tools available for business analysis and decision-making and supply chain circumstances, and the ability to understand the most appropriate tools to use in certain contingent circumstances.					
	To initiate big data analyses into digital procurement management.					
	To demonstrate how digital procurement can be applied onto modern entrepreneurial management.					
	This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):					
	MSc/PgD in Global Supply Chain Management #3 Manage global sourcing and procurement					
Intended Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to:</li> <li>A. Develop digital procurement and supply as a key strategic business competence in an organization.</li> <li>B. Understand and manipulate the economic drivers in the supply and value chain, by using digital procurement management, for the benefits of an organization.</li> <li>C. Apply appropriate digital procurement management tools in contingent circumstances, including business ethics.</li> <li>D. Use big data analyses in digital procurement management.</li> <li>E. Integrate digital procurement into entrepreneurial management.</li> <li>F. Know the advantages of data-driven decision-making and be able to apply the decision-making framework — question, curate, analyze, and optimize</li> </ul>					

# **Subject Synopsis/ Indicative Syllabus**

- Explore ways of thinking about digital procurement and supply chain management from a business perspective and the linkages among business strategy, procurement, and supply competence.
- Consider theories that firms may adopt including transaction costs, asset specificity, organizational 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 digital procurement management 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 strengths and weaknesses in established digital procurement and supply chain management.
- Identify the digital procurement 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 digital 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, including business ethics.
- The characteristics of institutional, legal and government purchasing.
- Big data analytics for digital procurement.
- Evaluate the importance of digital procurement in modern entrepreneurial management.

# 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 the facilitators. 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 digital 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 digital 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 "Digital Procurement Management and Analytics" 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)			ise		
		a	b	с	d	e	f
Course Work							
Individual assignment	30%	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>~</b>	<b>✓</b>
Quizzes	20%	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>~</b>	<b>✓</b>
Class performance	10%	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>~</b>	<b>✓</b>
Case study (Team project presentation + individual exercise)	40%	✓	✓	<b>✓</b>	<b>✓</b>	✓	<b>✓</b>
Total	100 %		•	•	•		

To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge

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

Individual assignment (30%), quizzes (20%) and class performance (10%) will in total contribute to a weight of the remaining 60% in the course.

Case study with Team Project Presentation and individual exercise will contribute to a weight of 40% in the course.

The objective is for students to review all concepts covered in the course one last time.

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.

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 8<sup>th</sup> lecture of the new semester. Team projects are due for submission one week on or before the presentation week. 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.

Student Study	Class contact:					
Effort Expected	Lectures / Tutorials	39 Hrs				
	Other student study effort:					
	Revision, doing exercises and cases	87 Hrs				
	•	Hrs				
	Total student study effort	126 Hrs				
Reading List and References	Schnellbächer, Wolfgang, Weise, Daniel (2020), Jumpstar Procurement: Pushing the Value Envelope in a New Age,					
	Authors: Schnellbächer, Wolfgang, Weise, Daniel					
	Alexander Batran, Agnes Erben, Franziska Sperl, Ralf Sch Procurement 4.0: A Survival Guide in a Digital, Disruptive Campus					
	Chaffey, Hemphill & Edmundson-Bird, 7 <sup>th</sup> Edition (2019), Digital Business and E-Commerce Management, 7th Edition, Pearson					
	Weele, Arjan A.J. (the latest edition), <i>Purchasing and Supply Chain Management</i> , Cengage Learning.					
	Burt, D.N., Dobler, D.W., and Starling, S.L. (the latest edition) <i>World Class Supply Management: The Key to Supply Chain Management</i> , McGraw Hill.					
	Cousins, P., Lamming, R., Lawson, B., and Squire, B. (the latest edition), <i>Strategic Supply Management: Principles, Theories and Practices</i> , Prentice Hall/ Financial Times, Harlow, England.					
	Cox, A., Sanderson, J. and Watson, G. (the latest edition), Mapping the DNA of Business and Supply Chain Relations.	_				
	Erridge, A., Fee, R. and Mcllroy, J. (Eds.) (the latest edition <i>Procurement: Public And Private Sector Perspectives</i> , Gov					
	Lamming, R. and Cox, A. (the latest edition), <i>Strategic Pro-Management</i> , Earlsgate Press.	ocurement				
	Luo, Y. (the latest edition) Guanxi and Business, World Sc	ientific, Singapore.				
	Porter, M. (the latest edition), Competitive Advantage, Free Press.					
	Saunders, M. (the latest edition), <i>Strategic Purchasing and Management</i> , Prentice Hall.	Supply Chain				
	Wincel, Jeffrey (2004) Lean Supply Chain Management: a strategic procurement, New York NY: Productivity Press.	handbook for				

Subject Code	LGT5101
Subject Title	Statistics for Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co- requisite/ Exclusion	Nil
Objectives	To introduce students to statistics as a tool for data preparation and analysis.
	<ul> <li>To impart on students the concepts, theories and techniques of a variety of statistical methods.</li> </ul>
	<ul> <li>To develop students' ability and confidence in the use of statistics for preparing and analyzing data to support management decision making.</li> </ul>
Intended Learning	Upon completion of the subject, students will be able to:
Outcomes	Able to use statistics for preparing and analyzing data to support management decision making
	b. Understand the concepts, theories and techniques of a variety of managerial statistics

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

	T							
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				nes to	
			a	b				
	Continuous Assessment	50 %	<b>√</b>	✓				
	Examination	50 %	<b>√</b>	<b>√</b>				
	Total	100 %			1	I		.1
	intended learning outcomes:  Students need to do a group case study, testing whether they k the theories learnt to some real life situations. Mid-term test are also required to test their understanding and familiarity wit					st and e	xamina	ition
Student Study Effort	Class contact:							
Expected	Lectures / Tutorials					39 Hrs.		
	Other student study effort:							
	Reading and doing exercises					8	7 Hrs.	
	Total student study effort						120	6 Hrs.

# Reading List and References

OpenIntro Statistics 3rd Edition

(https://www.google.com.hk/?gws\_rd=ssl#q=OpenIntro+Statistics+(Third+Edition))

Statistics. Penn State Online.

(https://onlinecourses.science.psu.edu/statprogram/programs)

Levine, D.M., Stephan, D.F. and Szabat, K.A., *Statistics for Managers Using Microsoft Excel*, 7th edition, Pearson, 2014.

McClave, J. T., Benson, P. G. and Sincich, T.T., *Statistics for Business and Economics*, 12th edition, Pearson, 2014.

Gerald, K., *Managerial Statistics: abbreviated*, 9th edition, Australia: South-Western, 2012.

Hair, J.F. et al., Multivariate Data Analysis, 7th edition, Pearson, 2006.

Journal of the American Statistical Association

Journal of the Royal Statistical Society

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
Objectives	<ul> <li>To introduce students to the methodology of management science as a scientific approach to managerial decision making.</li> <li>To impart on students the concepts, theories and techniques of a variety of management science methods.</li> <li>To develop students' ability and confidence in the use of management science methods for solving management decision problems.</li> </ul>
Subject Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to:</li> <li>a. Understand the methodology of management science as a scientific approach to turn data into insight for managerial decision making.</li> <li>b. Understand the concepts, theories and techniques of a variety of management science methods.</li> <li>c. Develop the ability and confidence in the use of management science methods for solving management decision problems.</li> </ul>
Subject Synopsis/ Indicative Syllabus	Introduction Applications and impact; history; rise of business analytics; management science modeling approach; useful spreadsheet tools.  Linear Programming Formulation; graphical solution; simplex algorithm; sensitivity analysis; applications.  Integer Programming Formulation; Branch and Bound method; applications.  Network Models Transportation and assignment application; network flow problems.  Queueing models Examples of queueing systems; simulation example; performance measures; Little's law; single/multiple servers models; priority models; economic analysis.  Dynamic Programming Resource allocation problems; inventory problems; formulation; applications.  Spreadsheet modeling in practice Process of spreadsheet modeling; guidelines for good spreadsheet model; methods for testing spreadsheet models.  Case Study Application of management science models in real-life managerial decision making.

Teaching/Learning Methodology	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.							
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment weighting be assessed (Please appropriate)					-	-	nes to
			a	b	с			
	Continuous Assessment*	100 %						
	1. Attendance and class participation	10%	<b>√</b>	<b>√</b>	<b>√</b>			
	2. Assignment, quiz, case study, etc.	20 %	<b>✓</b>	<b>✓</b>	<b>√</b>			
	3. Term project	30%	✓	<b>✓</b>	<b>✓</b>			
	4. Comprehensive test	40 %	✓	<b>√</b>	<b>√</b>			
	Total	100 %						
Student Study Effort	Explanation of the approprintended learning outcome Coursework includes homoroject/group case study, theories to some real life understanding and familiating and familiating and familiating to reflect the significant of the overall weighting concerning technology-	es: nework assignetc. Through situations. Exrity with the ent methods/h subject lect technology of this subj	term programments, term programma knowled tasks in turer.	class project, stion are edge. in content in the cased co	articip student also r inuou	pation, as learn equire s asse	test(s), n to apped to tess	term oly the t their t may be or more)
Student Study Effort Expected	Class contact:						20.11	
	Lectures / Tutorials							39 Hrs.
	Other student study effort	:						
	Revision, doing exer	cises and case	es					87 Hrs.
	Total student study effort							126 Hrs.

# Reading List and References

# Reading List & References

F.S. Hillier and M.S. Hillier, Introduction to Management Science, latest edition, McGraw Hill

Hillier, F.S. and Liebermann, G.J., *Introduction to Operations Research*, latest ed., McGraw-Hill.

Winston, W.L., *Operations Research: Algorithms and Applications*, latest ed., Duxbury Press.

#### **Journals**

Informs Journal on Applied Analytics (formerly, Interfaces) OR/MS Today

<b>Subject Code</b>	LGT5105
Subject Title	Managing Operations Systems
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	This subject introduces both the philosophy and the techniques of operations management to students. The course content is designed to help students understand the basic concepts, learn about the basic tools in operations management, understand the rationale behind the scientific methods used in daily management, and gain insights into designing and managing operations systems in practice.  This subject contributes to the following Intended Learning Outcomes for the MBA programme:  Programme Intended Learning Outcome #1a
Intended Learning Outcomes	Upon completion of the subject, students will be able to:  (a) understand the terminology and basic concepts of operations management  (b) understand some basic data science and modelling approaches for operations management  (c) build basic quantitative models that can be used for decision-making in operations management; be aware of the assumptions and limitations of the models  (d) apply these models to solve practical management issues and develop critical and creative thinking in analyzing and solving real life problems  (e) be aware of ethical issues in business
Subject Synopsis/ Indicative Syllabus	Introduction to Operations System Concepts, the operations functions and its relation with other business functions, particularly, the strategic importance of operations management.  Business Process Design and Reengineering Process concepts; process design methods; process effectiveness and efficiency; business process reengineering.  Forecasting Objective of forecasting; logic of forecasting; qualitative and quantitative methods for forecasting; measurement and monitoring of forecasting systems; use of machine learning techniques in forecasting.

#### **Capacity Planning**

Strategic capacity planning; equipment management; concept of total cost of ownership; volume analysis; breakeven models; decision tree analysis.

#### **Service Processes and Queueing Systems**

Characteristics of service processes, service system design, examples of queueing systems; performance measures; single/multiple servers models; priority rules; economic analysis.

## **Inventory Management**

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

#### Quality Management, Quality Control, Just-in-Time and Lean Operations

Total quality management; quality measurement; quality cost; quality inspection; statistical quality control; Philosophy and concept of JIT systems; pull versus push production systems; lean operations.

#### **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, critical path method.

#### **Sustainable and Socially Responsible Operations**

Ethical issues in operation management; codes of ethics; worker safety; product safety; the environment and quality; employees' right; closing facilities; socially responsible operations.

#### **Data-driven Operations Management**

Introduction of big data concepts and applications, data-driven operational decision-making, artificial intelligence and machine learning.

#### **Industry 4.0 and Sharing Economy**

Industry 4.0; new technologies including Blockchain in operations management; features of various sharing business models; the opportunities and challenges in these new models.

# Teaching/Learning Methodology

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 assignments, case studies, and exams.

Assessment Methods in Alignment with Intended Learning	Specific assessment methods/tasks							
Outcomes			a	b	c	d	e	
	1. Coursework	50 %	✓	✓	✓	✓	✓	
	2. Examination	50 %	✓	✓	<b>√</b>	✓	✓	
	Total	100 %						
	Explanation of the apprintended learning outco		f the as	sessme	nt meth	nods in	assess	sing the
	Students need to do assignment(s) and 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 reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.							
Student Study	Class contact:							
Effort Expected	Lectures / Tutorials					39 Hrs.		
	Other student study effort:							
	Reading and doing exercises					87 Hrs.		
	Total student study effort	ort					1	26 Hrs.
Reading List and	Books							
References	Jacobs, F. R., and Chase, R. B., (2021), <i>Operations and Supply Chain Management</i> , 16th ed., McGraw-Hill.							
	Anupindi, R., et. al. (2012), Managing Business Process Flows – Principle of Operations Management, 3rd ed, Prentice Hall							rinciple of
	Cachon, G. & Terwiesch, C. (2013), <i>Matching Supply with Demand</i> (3rd ed.), McGraw-Hill.							

Cheng, T.C.E. and Podolsky, S. (1996), *Just-in-time Manufacturing: An Introduction*, Chapman & Hall.

Klassen, R. D., Menor, L. J. (2006), Cases in Operations Management, Sage publication,

Johnston, R. (2003), Cases in Operations Management, Finance Times Prentice Hall.

Russell R.S. and Taylor B.W., Operations Management, latest ed., Prentice Hall.

Stevenson W.J., Operations Management, latest ed., McGraw Hill.

## **Journals**

Management Science Journal of Operations Management Manufacturing & Service Operations Management

Subject Code	LGT5107
Subject Title	Total Quality Management
Credit Value	3
Level	5
Normal Duration	One Semester
Exclusion	ITC575 Principles of Total Quality Management
Objectives	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 problemsolving methods for studying and proposing solutions to the problem, and (4) a clear improvement roadmap.
	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.
	Specifically, students are to learn:
	<ul> <li>The principles of TQM in both theories and practice.</li> <li>The major techniques in TQM adoption.</li> <li>Applying TQM principles and techniques through quality improvement projects/activities.</li> <li>Latest technological development in the following five dimensions: Artificial Intelligence, Blockchain, Cloud computing, Data science and Entrepreneurship and their impact on TQM applications.</li> </ul>
	This subject contributes to the following Intended Learning Outcomes for the following programme(s):
	MSc in Operations Management
Intended Learning Outcomes	<ul> <li>#2: Develop the specific operations management knowledge</li> <li>Upon completion of the subject, students will be able to:</li> <li>a. Able to apply TQM principles and techniques to assess and improve organizational and business process efficiency and effectiveness.</li> <li>b. Able to practice TQM to improve customer satisfaction and achieve operational as well as strategic goals.</li> <li>c. Able to use TQM as a strategy to achieve organizational and business objectives</li> </ul>

### **Subject Synopsis/** This subject covers the operational and/or strategic aspects of the following **Indicative Syllabus** topics/areas: Principles of Quality Theoretical Background and Framework of Total **Ouality Management** Quality Management Guru's Philosophies and Principles Principles of Quality Management Dimensions of Total Quality Management and Organizational Performance The Business Excellence Models Quality Management Dimensions in Action Quality Management Tools and Techniques Contemporary Issues of Total Quality Management Teaching/Learning Contact hours: 39 hours Methodology 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. % Specific assessment Intended subject learning outcomes to **Assessment Methods in** methods/tasks weighting be assessed (Please tick as appropriate) **Alignment with Intended** Learning b a c **Outcomes** Continuous 50% ✓ ✓ $\checkmark$ Assessment Final 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 quality management techniques. 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. To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge

Student Study Effort Expected	Class contact:					
	Lectures / tutorials	39 Hrs.				
	Other student study effort:					
	Preparing lectures,	42 Hrs.				
	Preparation group assignment	45 Hrs.				
	Total student study effort	126 Hrs.				
Reading List and References	Books					
Treate and a second sec	Foster, S.T. (the latest edition), <i>Managing Quality: Integrating The Supply Chain</i> , Pearson Education.					
	Besterfield, D.H., Besterfield-Michna, C., Besterfield, G.H. and Besterfield-Sacre, M. (the latest edition), <i>Total Quality Management</i> , Prentice-Hall.					
	Goetsch, D.L. and Davis, S.B. (the latest edition), <i>Quality Management for Organizational Excellence: Introduction to Total Quality</i> , Pearson Education					
	Imai, Masaaki, (the latest edition), Gemba Kaizen, McGraw Hill					
	Journals					
	Asia-Pacific Journal of Quality Management					
	International Journal of Quality and Reliability Management					
	International Journal of Service Industry Management					
	Journal of Operations Management					
	Harvard Business Review					

Subject Code	LGT5109				
Subject Title	International Operations Management				
Credit Value	3				
Level	5				
Normal Duration	1-semester				
Pre-requisite / Co- requisite/ Exclusion	Nil				
Objectives	This subject examines the impact of the international political, economic, monetary and culturalroles on the functions of operations management. For the operational aspects, special emphasis will be made on the orchestration of the business operational activities in a global value-chain for sustaining competitiveness.				
	This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):				
	MSc/PgD in Global Supply Chain Management				
	2 Build up operations and logistics concepts				
	MSc in Operations Management #1: Solve business problems				
Intended Learning Outcomes	Upon completion of the subject, students will be able to:				
Outcomes	<ul> <li>a. Properly understand the operations management issues in business internationalization as well as global value-chain for sustaining competitiveness.</li> </ul>				
	b. Understand the applications and implications of technologies in the international business environment				
	c. Demonstrate how to solve business management issues by appropriately applying operations management theory and method to improve operations competitiveness in a global business environment.				
	d. Understand how to adjust the product global supply chain management according to different regional business environments				
	e. Correctly identify the operations issues when conducting production or providing service in different countries				
Subject Synopsis/ Indicative Syllabus	<ul> <li>International Operational Environments</li> <li>Globalization of industries and forms of international business</li> <li>Political and macro-economic environments of international business and their impact on the business operation</li> </ul>				
	<ul> <li>Cultural and social norm and their impact on the business operation</li> <li>Monetary and exchange rate and their impact on the business operation</li> <li>Technology and their impact on the business operations</li> </ul>				

	Γ								
	Global Integration an	d Competit	iveness						
	<ul> <li>Global value chain</li> </ul>			•					
	<ul> <li>International opera</li> </ul>	tions strateg	y and firm	competi	tivene	SS			
	<ul> <li>International market</li> </ul>	et entry cons	ideration						
	Orchestrating Firm V Marketplace	Orchestrating Firm Value-chain Functions in the International Marketplace							
	■ International mark	et and pricing	g issues						
	■ Foreign exchange i	risk and inter	national pr	ocureme	ent				
	<ul> <li>Outsourcing and co</li> </ul>	ontract manu	facturing so	ervices					
	<ul> <li>Managing for qual</li> </ul>	ity in interna	tional opera	ations					
	<ul> <li>Global distribution</li> </ul>	and custome	er service n	nanagen	nent				
	<ul> <li>Facility location fo</li> </ul>	r integrated	global oper	ations					
	<ul> <li>Sustainability issue</li> </ul>	es in global c	perations						
Teaching/Learning Methodology	Lectures will be used to introduce students to relevant concepts and their applications in international operations decisions. In tutorials, students will be required to produce in-depth analysis of relevant cases and take responsibility to explore context-specific knowledge in the field.								
<b>Assessment Methods</b>									
in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting		atended subject learning outcomes to be ssessed (Please tick as appropriate)				o be	
Outcomes			a	b	c	d			
	Coursework*	60%	✓	<b>✓</b>	✓	✓			
	Final exam	40%	✓	<b>✓</b>		<b>√</b>			
	Total	100 %		I I					
	*Coursework may incl assignments To reflect the significa the overall weighting of concerning technology	nt technolog of this subjec	y content ir t is based o	n this sul	bject,	10% (o	r more	e) of	
Student Study Effort	Class contact:								
Expected	<ul> <li>Teaching and class</li> </ul>	s discussion					39	9Hrs.	
	<ul> <li>Class presentation</li> </ul>	and after cl	ass discussi	ion			20	6Hrs.	
	Other student study eff	fort:							
	■ Reading						32	2Hrs.	
	Course work						42	2Hrs.	
	Total student study effe	ort				126Hrs.			

# Reading List and References

## **Books**

Berger, S. and Lester, R.K., Made by Hong Kong, Oxford University Press, 1997.

Daniels, J.D. and Radebaugh, L.H., International Business, Prentice Hall, 2003.

Ernst, R., Kouvelis, P., Domier, P-P and Fender, M., Global Operations Management and Logistics, Wiley, 1998.

Flaherty, M.T., Global Operations Management, McGraw Hill, 1996.

Glasse, J., Supply Chain Management in China, Financial Times Retail & Consumer, 1999.

Lasserre, P. and Schütte, H., Strategy and Management in Asia Pacific, McGraw Hill, 1999.

Plenert, G.J., International Operations Management, Copenhagen Business School Press, 2002.

Timmer, M.P., The Dynamics of Asian Manufacturing, Edward Elgar, 2000.

Trockel, G.F.W. (ed.), New Trends in Distribution Logistics, Springer-Verlag, 2000.

Yeung, H. W-C (ed.), The Globalisation of Business Firms from Emerging Economies, Elgar, 1999.

#### **Journals**

Columbia Journal of World Business

International Journal of Operations and Production Management

International Journal of Production Economics

Journal of Asian Business

Journal of International Business Studies

Journal of World Business

Long Range Planning

Management International Review

Production and Operations Management

Sloan Management Review

Strategic Management Journal

Supply Chain Management Review

The Journal of Supply Chain Management

Subject Code	LGT5113
Subject Title	Enterprise Resource Planning
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<ul> <li>To enable students to:</li> <li>Understand the basic concepts and technologies behind ERP systems;</li> <li>Become familiar with the basic usages of ERP systems, such as SAP;</li> <li>Be able to analyze important issues involved in a firm's adopting an ERP system;</li> <li>Develop the ability to take advantage of all the benefits of using ERP systems and/or other information technology in business situations.</li> <li>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</li> <li>MSc in Operations Management</li> <li>#2: Develop the specific operations management knowledge</li> </ul>
Intended Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to:</li> <li>a. Demonstrate a clear understanding of the relevant definitions, importance, potential business values and technologies of ERP systems;</li> <li>b. Demonstrate a strong ability to learn the various applications of ERP systems and/or other information technologies in business;</li> <li>c. Demonstrate a clear understanding of the life-cycle model of the process that a company goes through using ERP systems;</li> <li>d. Put together the concepts and tools studied in class so as to develop best practices in using ERP systems to enhance real-life businesses.</li> </ul>

Subject Synopsis/	Topics	Sub-topics	Tutorial Topics
Indicative Syllabus		Introduction to Course	Tutorial 1:
	Introduction to ERP, and	Introduction to ERP Introduction to ERP Life Cycle	SAP Demonstration, UAC Registration, Business Process and Business Functions
	System and Technology Background	ERP Technology Background: IT Infrastructure, SOA, and Cloud Computing ERP Market Awareness and Future Trends	Tutorial 2: SAP Startup and Navigation
			T
		Business Data Management in ERP	Tutorial 3: Master Data in SAP
	Management with ERP systems (Part 1)	Sales and marketing management with ERP	Tutorials 4: Sales and Distribution in SAP
		ERP Initiatives	
	ERP Life Cycle (Part 1)	ERP Selection	
		Procurement management with ERP	Tutorial 5: Material Management in SAP
	Management with ERP systems (Part 2)	Production Management and Planning with ERP	Tutorial 6: Production Planning in SAP
		ERP for Business Analytics	
	ERP Life Cycle (Part 2)	ERP Implementation	
	ERI Elle Cycle (1 att 2)	ERP After-Implementation	
	Project Presentation and Course Review	Course Review	
Teaching/Learning Methodology		ic concepts of ERP and ERP systems studies will be discussed.	tems will be

	<ul> <li>During tutorials, of ERP systems</li> </ul>		_	led to p	oractice	applic	cations a	nd usa	ges
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%		✓	✓	✓			
	2. Examination	50%	✓	✓	✓				
	Total	100 %							
Student Study Effort	Explanation of the appropriateness of the assessment methods in assessing intended learning outcomes:  The coursework includes a series of tutorial exercises of using ERP systemassignments and case studies, and a group project about ERP implementation in business. They are used to assess the intended outcomes 1-4. The final exam is be on questions relevant to basic concepts of ERP and a case study about the ERP cycle, which are relevant to intended outcomes 1-3.  To reflect the significant technology content in this subject, 10% (or more) of overall weighting of this subject is based on individual assessment concernt technology-related knowledge.							tion in m is bate ERP	real ased life
Student Study Effort Expected	Class contact:  Lectures / tutorials						39 Hrs.		
	Other student study effor	rt:					<i>J</i> / 1113.		
	Group Project						45 Hrs		
	Self-Study						42 Hrs		
	Total student study effor	t					126 Hrs	<u> </u>	
Textbooks	Monk, Ellen and Wagne 4rd Edition, Course Tec O'Leary, Daniel E. (20 cycle, Electronic Comm	chnology Ceng 000) Enterprise	age Le e Reso	arning urce Pl	(recon	mende Syste	ed) ems: Sys	tems, ]	Life

Bradford, Marianne. (2015) Modern ERP: Select, Implement & Use: Today's Advanced Business Systems, Third Edition, Lulu
Simon, Phil. (2011) Why New Systems Fail, Revised Edition, Course Technology Cengage Learning
Hamilton, Scott (2003) Maximizing Your ERP Systems: a practical guide for managers, Mc Graw Hill
Ptak, Carol A. (2004) ERP: Tools, techniques, and Applications for Integrating the Supply Chain, 2nd Edition, St. Lucie Press

Subject Code	LGT5122
Subject Code	EG13122
Subject Title	Applications of Decision Making Models
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co- requisite / Exclusion	Preferably with knowledge of LGT5102 "Models for Decision Making", yet without it will not be a problem.
Role and Purposes	1. To impart on students the skills in applying the concepts, theories and techniques of a variety of management science methods.
	2. To develop students' ability and confidence in solving management decision problems, particularly paying attention to the practical considerations.
Subject Learning Outcomes	Upon completion of the subject, students will be able to:
	a. Understand the range of practical application of management decision analysis techniques, the characteristics of successful application, and the limitations of the techniques.
	b. Develop skills in analyzing complex operations problems, using quantitative techniques as appropriate.
	c. Tackle a management decision situation from different angles of view, hence develop the creative thinking and be more critical to evaluate the outcomes of different decisions.
Subject Synopsis/	Decision scope: find out a clear scope of decision required.
Indicative Syllabus	How to evaluate different decisions: identify the objectives; there may be conflicting objectives.
	Model the situation: search for appropriate analytical or heuristic methods to solve the problem; understand the limitations of each method.
	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:
	1. How to start to tackle a complicated situation?
	2. How to understand the data given and link up the relationship among data?
	3. Point out mistakes when applying different methods.
	4. How to apply what they have learnt in other subjects to a real situation?

Assessment									
Methods in Alignment with	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
Intended Learning Outcomes			a	b	c				
	Continuous Assessment*	100%							
	Case studies	60%	✓	✓	✓				
	Class participation	40%	✓	✓	✓				
	Total	100 %					·		
	*Weighting of assessment reach 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:								
	undergoing this process Therefore performance i and is allocated with the prepare every case befor there will also be 3 group	n class through most major pa e attending each	particip rt in the session	e assessing in Other	n discus ment. Si	ssion is m tudents ar	ost important e expected to		
Student Study	Class contact:								
Effort Expected	Small group discussions						26 Hrs.		
	<ul><li>Lectures</li></ul>	■ Lectures					13 Hrs.		
	Other student study effort:								
	<ul> <li>Preparation for lecture</li> </ul>	ıres					45 Hrs.		
	<ul> <li>Preparation for assignment / group project and presentation</li> </ul>				42 Hrs.				
	Total student study effort					126Hrs.			
Reading List and References	Cases in Operations Management: Building Customer Value Through World-Class Operations (The Ivey Casebook Series) (2005), Sage Publications, Inc.								
	Yin, R.K. (2014), Case S	Study Research:	Design	and Me	ethods, S	Sage Publ	ishing		
	Rohlfing, I. (2012), Case Studies and Causal Inference, Palgrave.								

Rajnikanth D. (ed.) (2009), Case Studies on Decision Making, IBS Case Development Centre.

Klassen, R. D., Menor, L. J., Cases in Operations Management, Sage publication, 2006

**Journals** 

Asia Pacific Journal of Operational Research

**Decision Sciences** 

European Journal of Operational Research

**IIE Transactions** 

Interfaces

Journal of the Operational Research Society

Management Science

Naval Research Logistics

Omega - International Journal of Management Science

Operations Research

OR Insight

OR/MS Today

Subject Code	LGT5133
Subject Title	Strategies and Technologies in Warehousing Management
Credit Value	3
Level	5
Normal Duration	1-semester
Exclusion	ISE512 Warehousing and Material Handling Systems LGT5131 Warehousing and Materials Management
Objectives	To provide students with the strategies and technologies necessary for the design and management of warehousing, materials handling systems, and inventory control. In particular, this subject emphasizes the applications and implications of the latest technologies in 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.
Intended Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to:</li> <li>a. Design and manage warehousing, material handling and inventory control systems.</li> <li>b. Improve existing warehousing, material handling and inventory control systems.</li> <li>c. Apply the latest technologies and understand their implications in the relevant design, management, and improvement activities.</li> </ul>
Subject Synopsis/ Indicative Syllabus	<ul> <li>Introduction to warehousing management and strategies</li> <li>Warehouse location, layout and design: Qualitative and quantitative techniques</li> <li>Materials handling systems: Technologies, equipment, and packaging</li> <li>Warehousing management systems and the relevant IT applications</li> <li>Warehouse quality management</li> <li>Warehouse performance management, measurement, and databases</li> <li>Warehouse safety and security</li> <li>3PL and warehousing management</li> <li>Advanced technologies: AI, analytics for warehousing decisions, warehousing automation, blockchain applications in materials management, etc.</li> <li>Inventory management and control: Tools, methods, and strategies</li> </ul>
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	be as		(Please	/		nes to		
			a	b	c					
	Continuous Assessment	50%	✓	✓	<b>✓</b>					
	Examination	50%	<b>√</b>	<b>√</b>	<b>✓</b>					
	Total	100 %			•	•		•		
	To reflect the significant to the overall weighting of th concerning technology-rel	is subject is ated knowled	based of the state	on indi	vidual	assessn	nent			
	Explanation of the approprintended learning outcome		he asse	essmen	t metho	ods in a	ssessir	ng the		
	The achievement of the 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 outcomes of this subject.									
Student Study Effort	Class contact:									
Expected	Lectures / Tutorials						39 Hrs.			
	Other student study effort:									
	Preparation for lectures and seminars					45 Hrs.				
	Preparation for assignments/projects					42 Hrs.				
	Total student study effort						12	6 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.									
	Frazelle, E., (the latest edition) <i>World-Class Warehousing and Material Handling</i> , McGraw-Hill, Boston.									
	Render, B., Stair, R.M. Jr., (the latest edition) <i>Quantitative Analysis for Management</i> , Prentice-Hall.									
	Francis, R.L., McGinnis, L., and White, J.A., (the latest edition) <i>Facility Layout</i> and <i>Location: An analytical Approach</i> , Prentice-Hall, Englewood Cliffs, NJ.									
	Mulcahy, D., (the latest edition) <i>Warehouse Distribution &amp; Operations Handbook</i> , McGraw-Hill, Boston.									

Ackerman, K.B., (the latest edition) *Practical Handbook of Warehousing*, Chapman & Hall, New York

Stephens, M.P., Meyers, F.E., (the latest edition) *Manufacturing Facilities Design and Material Handling*, Prentice Hall.

## **Example Articles**

Anthony, S.D., Cobban, P., Nair., R., Painchaud, N. 2019. Breaking Down the Barriers to Innovation, *Harvard Business Review*, November-December.

Earley, S., Bernoff, J. 2020. Is Your Data Infrastructure Ready for AI? *Harvard Business Review*, April.

Gaur, V., Gaiha, A. 2020. Building a Transparent Supply Chain: Blockchain can Enhance Trust, Efficiency, and Speed, *Harvard Business Review*, May-June.

Kress, G., Posner, B. 2016. Internet of Things in Motion: Analytics and Transportation. *MIT Sloan Management Review*, May.

McGrath R.G., McManus, R. 2020. Discovery-Driven Digital Transformation, *Harvard Business Review*, May-June.

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
Objectives	<ul> <li>The objective of this subject is to better prepare the student to meet the following challenges:</li> <li>Understand the managerial issues concerning the integration of information systems and supply chain management, as well as the emerging information technologies behind.</li> <li>Provide solutions to the issues which are relevant to the design, management, and improvement of information technology-enabled supply chain systems.</li> <li>Exploit the inherent capabilities of operations, supply chain, and information systems, and weave them into an integrated strategy capable of providing competitive advantage and operational resilience for the enterprise.</li> <li>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</li> <li>MSc/PgD in Global Supply Chain Management</li> <li>#4 Make good use of information technology in supply chain management</li> </ul>
Intended Learning Outcomes	<ol> <li>Upon completion of the subject, students will be able to:         <ol> <li>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.</li> </ol> </li> <li>To understand and analyse how emerging information technologies can challenge and benefit the integration of information systems and supply chain management.</li> <li>Being able to illustrate how the management of supply chains can be enhanced through the use of information technologies and systems.</li> </ol> <li>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.</li>

Subject Synopsis/ Indicative Syllabus	Topics	Sub-topics				
Thurcauve Synabus		Course Introduction				
	Basic Concepts on Information					
	Systems and Supply Chain	Information systems for global				
	Management	business				
	Information Technology (IT) Infrastructure of Information Systems for Supply Chain Management	IT Fundamentals on hardware and software, networks, and database, as well as their recent developments, such as Mobile Computing, Cloud Computing, Quantum Computing, Open Source, etc.				
	Strategic impact of information systems (IS)	Information resources and strategic values of information systems: Porter's Generic Model, Five Force's Model, Value Chain Model, New 7S Model for Hyper-competition				
	Key Applications of Information Technology & Information Systems for Supply Chain Management (1)	Data Management for Supply Chain Management: Radio Frequency Identification (RFID), Electronic Data Interchange (EDI), 5G Communication, Internet of Things (IoT), Block Chain, Database System, Business Intelligence (BI), and Big Data Achieving Operational Excellence: Enterprise Resource Planning (ERP) E-Commerce: Digital Markets and Digital Goods				
	Information Systems Project: Development and Management	Designing and Building Information Systems: System Development Process and Fast Development Methods (Prototyping, Agile Development, etc.)  Managing Information System Project:				
	Key Applications of Information Technology & Information Systems for Supply Chain Management (2)	Enhancing Decision Making: Business Intelligence, Decision Support System, and Applications of Artificial Intelligence (AI) and Operations Research (OR)				
	Project Presentation and Course Review					
Teaching/Learning Methodology	<ul> <li>During lectures, basic concepts of management will be introduced.</li> <li>During tutorials, students will be g</li> </ul>	of information systems and supply chain suided to discuss case studies.				

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	be as		(Please	arning tick as	nes to			
			1	2	3	4				
	Coursework	50%	✓	✓	✓	✓				
	Examination 50% ✓ ✓ ✓									
	Total	100 %			1	1	1	1		
	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 1, 2, 3, and 4, respectively. The final exam is based on questions relevant to basic concepts of information systems and a case study about information system management, which are relevant to intended outcomes 1, 2, and 3.									
	To reflect the significant technology content in this subject, 10% (or m overall weighting of this subject is based on individual assessment of technology-related knowledge.									
Student Study Effort Expected	Class contact:									
Ехресии	Lectures / Tutorials						39 Hrs.			
	Other student study effort:									
	<ul> <li>Assignment and Self Study</li> </ul>						45 Hrs.			
	Group Project						42 Hrs.			
	The total student study effort						126 Hrs.			
Reading List and References	<ul> <li>Recommended Textbook:</li> <li>Laudon, K.C., and Laudon, J.P. (2017) Management Information Systems:     Managing the Digital Firm, 15 Edition, Pearson/Prentice Hall.</li> <li>References</li> <li>Chopra, S., and Meindl, P. (2015) Supply Chain Management: Strategy,     Planning, and Operation, 6th Edition, Pearson/Prentice Hall.</li> <li>O'Brien, J.A., and Marakas, G.M. (2010) Management Information     Systems, 10th Edition, McGraw-Hill.</li> </ul>									
	Sanders, N. R. (2014) Big Dat Driven Supply Chain Management, Pearson.									

Subject Code	LGT5425
Subject Title	Business Analytics
Credit Value	3
Level	5
Pre-requisite/ Co-requisite/ Exclusion	Nil
Objectives	This subject contributes to the achievement of the MBA Outcomes by enabling students to understand theories and frameworks, which help to formulate the business analytics strategy of a firm, to analyze business case and solve business problems in big data in a critical manner and to demonstrate an understanding on the applications and implications of the latest technologies to practices and decisions in business issues (outcome 1a). Ability to communicate reasoned arguments effectively, both in speech and in writing, is also addressed (outcome 2). Through equipping students with a solid understanding and critical thinking mindset of the principles, methods and technologies for business analytics, students can apply business intelligence analytical tools to effectively address various issues faced by organizations, as well as be aware of the possible challenges and ethical issues related to business analytics.
Intended Learning Outcomes	Upon completion of the subject, students will be able to: a. identify and translate real-world business and operational problems into business analytics problems; b. implement efficient business analytics strategies to solve business and operational problems; c. understand, compare and contrast different business analytics techniques d. identify, evaluate, and capture business analytic opportunities that create values e. understand the current trend of business analytics and be aware of the ethical issues related to business analytics
Subject Synopsis/ Indicative Syllabus	Foundations of Business Analytics Introduction to business analytics  Descriptive Analytics Statistical measures, estimation, statistical inference, hypothesis testing and other descriptive data mining methods.  Predictive Analytics Introduction to predictive modeling. Regression analysis, logistics analysis and other modeling tools.  Decision Analytics Technical programming, introduction to data mining, text analytics, social analytics and its applications.
Teaching/Learning Methodology	There will be a mix of lectures, discussions, case studies, and laboratories. Mini-group discussion and projects will be carried out on some business cases in depth and reports are produced at the end of the term. Hands-on experiences of using business analytics tools, and programming will also be provided to the students to enhance their understanding on the applications of the latest business analytical technologies.

<b>Assessment Methods</b>
in Alignment with
<b>Intended Learning</b>
Outcomes

Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
		a	b	c	d	e	
Continuous Assessment*	100%						
1. Attendance and class participation	10%	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	
2. Quiz	10%	✓	✓	✓	✓	✓	
3. Homework Assignment	40%	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	<b>√</b>	
4. Final project	40%	✓	✓	✓	✓	✓	
Total	100 %		•	•	•	•	•

<sup>\*</sup>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 overall subject grade.

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject to have a balanced learning experience. Individual assignment and group project will require students to apply business analytics (Outcomes 1a) to handle business problems in actual organizations, which involves 4 of the outcomes.

To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.

# Student Study Effort Expected

Class contact:		
<ul> <li>Lectures</li> </ul>	39 Hrs.	
Other student study effort:		
Preparation for lectures	39 Hrs.	
Preparation for individual assignment / group project	60 Hrs.	
Total student study effort	138 Hrs.	

## Reading List and References

#### Recommended Textbooks

Evans, J. (2021). Business Analytics: Methods, Models, and Decisions (3rd ed.). Boston: Pearson.

Provost, F. and Fawcett, T. (2013). Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking (1st ed.). Sebastopol, Calif: O'Reilly.

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

#### Reference Books

Albright, S.C. and W.L. Winston (2019). Business Analytics: Data Analysis & Decision Making, 7th Edition, Cengage Learning.

Camm, J.D. (2016). Essentials of Business Analytics (2nd ed.). Boston, MA: Cengage Learning.

Linoff, G.S. and Berry, M.J.A. (2011). Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management (3rd ed.). Indianapolis, Ind: Wiley Pub.

Ragsdale, C. (2021). Spreadsheet Modeling & Decision Analysis: A Practical Introduction to Business Analytics (9th ed.). Stamford, CT: Cengage Learning.

Journals (Selected papers are recommended for students' readings where appropriate) MIS Quarterly Marketing Science Management Science Production and Operations Management

Journal of Machine Learning Research

Information Systems Research

Subject Code	LGT5426
Subject Title	Managing Innovation
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	This subject addresses selected challenges and opportunities related to managing business innovation. It intends to discuss concepts, theorems, and tools to help students develop skills and insights for designing, evaluating, and managing business innovation. Moreover, the subject also plans to introduce various kinds of latest innovations in product, technology, operations process, and business models. The subject not only provides students with general understanding on effective management of innovation, but also provides rich practical examples to reflect the latest innovative advances, with special focus on the ones that have wide applications in supply chain and logistics related industries.  This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):  MSc in Operations Management  #1: Solve business problems
Intended Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to:</li> <li>a. understand the strategic role of innovation in organization, industry, and global market;</li> <li>b. understand the technological, human, economic, organizational, social, ethical, and other dimensions of innovation;</li> <li>c. learn and apply concepts, theorems, and tools to develop critical and analytical reasoning about business innovation in and beyond organizations;</li> <li>d. introduce various latest innovative advances in the areas of supply chain and logistics industries, including AI, Blockchain, Cloud Computing, Data Science, etc.</li> </ul>

## Subject Synopsis/ Indicative Syllabus

- Key issues in managing innovation: concept of innovation, innovation and competitive advantage, source of innovation, framework of an innovative strategy, organizational issues of innovation, innovation in a competitive environment, effective implementation of innovation, social and ethical issues regarding innovation.
- Innovation under uncertainty: Innovative project measurement and selection, portfolio management, resource allocation, innovation execution under uncertainty, the theory of disruptive innovation, risk management.
- Product and technology innovation, e.g., AI, 3D printing, last-mile delivery, autonomous vehicles, blockchain technology, information security, green technology, big data analytics, etc.
- Operation process innovation, e.g., pooling and postponement, Toyota production system, fast pass waiting line management, etc.
- Business model innovation, e.g., omni-channel retailing, sharing economy, crowdfunding, crowdsourcing, innovative supply chain financing, etc.

# Teaching/Learning Methodology

Lectures: introduce concepts, theories, management issues, and latest applications of business innovation.

Case study and group discussion: make connections of the contents from the lectures with real business practices so as to deepen the understanding of concepts, theories, and issues of innovation.

Online simulation games: enhance the students' understanding and give them hands-on experience on managing (disruptive) innovation activities.

Group project: provide students valuable opportunity to explore, recognize, and analyze key innovative practices of their interests.

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

Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				ies to	
		a	b	c	d		
1. Coursework	60 %	✓	✓	<b>√</b>	<b>√</b>		
2. Examination	40 %	✓	✓	<b>√</b>	<b>√</b>		
Total	100 %						

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

1. Coursework may consist of case study, course final project and presentation, which can assess students' understanding in the subject and evaluate their ability to analyze problems in real business environment.

	<ol> <li>Examination assesses student's in-depth understanding on the theoretical principles of the subject and the ability to apply conceptual framework in real business case analysis.</li> <li>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</li> </ol>				
Student Study Effort	Class contact:				
Expected	■ Lectures / Tutorials	39 Hrs.			
	Other student study effort:				
	Group discussions	12 Hrs.			
	<ul><li>Projects</li></ul>	42 Hrs.			
	Reading and homework	33 Hrs.			
	Total student study effort	126 Hrs.			
Reading List and References	Instructor's lecture notes, handouts, and reading material	S			
	Karl Ulrich, Christian Terwiesch, Innovation Tournamen Selecting Exceptional Opportunities, Harvard Business F	•			
	Joe Tidd, John Bessant, Managing Innovation: Integratin Market and Organizational Change (5 <sup>th</sup> edition), Wiley, 2				
	Henk Zijm, Matthias Klumpp, Uwe Clausen, Michael ten Hompel, Logistics and Supply Chain Innovation: Bridging the Gap between Theory and Practice, Springer International Publishing, 2016				
	Karan Girotra, Serguei Netessine, The Risk-Driven Busin Questions That Will Define Your Company, Harvard Bu 2014				
	Journals  Management Science  Manufacturing and Operations Management  Production and Operations Management  Journal of Operations Management				

Subject Code	LGT5211
Subject Title	GSCM Project
Credit Value	6
Level	5
Normal Duration	1 academic year (two 13-week semesters and one 7-week summer term)*
Pre-requisite	LGT5015 Supply Chain Management
Exclusion	LGT5215 Practice of Global Supply Chain Management
Objectives	<ul> <li>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;</li> <li>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;</li> <li>Demonstrate an understanding of relevant research literature in the project topic area;</li> <li>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.</li> </ul>
Intended Learning Outcomes	<ul> <li>Upon completion of the subject, students will be able to:</li> <li>a. Identify a research problem in real world and write research proposals.</li> <li>b. Conduct literature review on issues related to the problem areas.</li> <li>c. Apply appropriate research methodologies with sound academic rigor in data collection, analysis and interpretation of the research findings.</li> <li>d. Deduce the solutions to the identified problems scientifically and understand the limitations.</li> <li>e. Communicate the research results effectively.</li> </ul>
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.								
Teaching/Learning Methodology	Guided study on research methodology, more on student-centred activities								
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						
Outcomes			a	b	с	d	e		
	Coursework								
	Dissertation assessed by supervisor	45 %	<b>√</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>		
	Dissertation assessed by moderator	35 %	<b>√</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>		
	Viva voce	20 %	✓	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>		
	Total	100 %							
	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.  Finally, all these marks are combined and the final grade is to be determined by the Dissertation Co-ordinator according to the assessment weighting set out.						ticular At the dy.		
Student Study	Class contact:								
Effort Expected	<ul> <li>Discussions with supe</li> </ul>	rvisor					14	Hrs.	
	Other student study effort:								
	Self-study						150	Hrs.	
	• Writing up the thesis						120	Hrs.	
	Total student study effort						284	Hrs.	

# Reading List and References

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.

Miller, J. and Tewksbury, R. (2006), *Research Methods: A Qualitative Reader*, Pearson/Prentice Hall, N.J.

Subject Code	LGT5215
Subject Title	Practice of Global Supply Chain Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite	LGT5015 Supply Chain Management
Exclusion	LGT5211 GSCM Project
Objectives	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.
Intended Learning	Upon completion of the subject, students will be able to:
Outcomes	<ul><li>a. Experience the process of conducting a study on a supply chain issue.</li><li>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.</li><li>c. Learn about time management.</li></ul>
Subject Synopsis/ Indicative Syllabus	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. An oral presentation on the work done may be required when the supervisor or the student finds it more appropriate.
Teaching/Learning Methodology	Guided study on research methodology, more on student-centred activities

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								
	Dissertation assessed by supervisor	67 %	✓	<b>✓</b>	<b>✓</b>				
	Dissertation assessed by moderator	33 %	✓	✓	<b>✓</b>				
	Total	100 %			•	•	1		
Student Study Effort	problem. They will seek end, a project report need Class contact:								
Expected Enort							1	0.11	
	1						0 Hrs.		
	Other student study effor	t: 							
	■ Self-study					80 Hrs.			
	■ Writing up the thesis 70 Hrs					70 Hrs.			
	Total student study effor	t					16	60 Hrs.	
Reading List and References	Jankowicz, A.D. (2000), Learning.	Business rese	arch pi	ojects,	Busine	ess Pre	ss Tho	omson	
	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
Objectives	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.
Intended Learning Outcomes	Upon completion of the subject, students will be able to: a. comprehend the underlying economic mechanisms and driving forces of E-Commerce; b. understand the critical building blocks of E-Commerce and different types of prevailing business models employed by leading industrial leaders; 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; d. formulate E-Commerce strategies that lever firms' core competencies, facilitate organizational transformation, and foster innovation; e. undertake planning, organizing, and implementing of E-Commerce initiatives to effectively respond to of dynamic market environments, understand cloud computing and acquire skills related to data science.
Subject Synopsis/ Indicative Syllabus#	<ul> <li>Introduction of e-Commerce</li> <li>E-commerce Framework</li> <li>B2C, B2B, C2C,</li> <li>E-commerce Supply Chain Management</li> <li>Payment System, Internet Banking and Supporting Systems</li> <li>Mobile Commerce</li> <li>Social Media and e-Commerce</li> <li>Shared Economy</li> <li>Cloud Computing and Data Science</li> <li>Legal, ethical and societal issues of e-Commerce</li> </ul>
	*The above syllabus may be modified and updated by each subject lecturer without prior notice.
Teaching/Learning Methodology	<ul> <li>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:</li> <li>General announcement and an opportunity for students to ask question to address any unfinished thoughts from the previous class;</li> <li>Overview of the current class agenda and its relationships to past discussion;</li> </ul>

	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	Specific assessment % weighting		Intended subject learning outcomes to be assessed (Please tick as appropriate)						
Intended Learning Outcomes			a.	b.	c.	d.	e.		
Outcomes	Continuous Assessment*	50%							
	Attendance and class participation	15%	<b>✓</b>	<b>✓</b>	<b>√</b>	<b>✓</b>	<b>√</b>		
	2. Individual assignment	15%	<b>√</b>	✓	✓	✓	✓		
	3. Group assignment	20%	✓	✓	✓	✓	✓		
	Examination	50%	✓	✓	✓	✓	✓		
	Total	100 %							
	*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.								
	weighting of this subject is based on individual assessment contechnology-related knowledge.  To pass this subject, students are required to obtain Grade D or above overall subject grade.  Explanation of the appropriateness of the assessment methods in assess intended learning outcomes: the various methods are designed to ensure students taking this subject to have a balanced learning experience.						sessing the		
	Feedback is given to student are invited to join this discuss		y followi	ing the p	resentatio	ons and	all students		
Student Study	Class contact:								
Effort Expected	■ Lectures						39 Hrs.		
	Other student study effort:								
	Preparation for lectures				39 Hrs.				
	Preparation for assignment / group project and presentation / examination  57					57 Hrs.			
	Total student study effort						135 Hrs.		
Reading List and References	Textbook  Gary P. Schneider, 2017. Electronic Commerce, 12th Edition, Cengage Learning US								
	Laudon, K. C. and Traver, C. G. <i>E-Commerce 2021: Business, Technology, Society</i> , 2021, 16 <sup>th</sup> edition								

#### <u>References</u>

Phillips, J. 2016. Ecommerce Analytics: Analyze and Improve the Impact of Your Digital Strategy. FT Press.

Angwin, J. 2014. Dragnet Nation: A Quest for Privacy, Security, and Freedom in a World of Relentless Surveillance. Times Books.

Liebana-Cabanillas, 2014. *Electronic Payment Systems for Competitive Advantage in E-Commerce*. Business Science Reference

Schmidt E, and Cohen, J 2014. The New Digital Age: Transforming Nations, Businesses, and Our Lives. Vintage

Stone, B. 2014. The Everything Store: Jeff Bezos and the Age of Amazon. Random House

Swilley, E, 2014. Mobile Commerce: How It Contrasts, Challenges and Enhances Electronic Commerce

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.

Subject Code	AF5108
Subject Title	Accounting for Managers
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite / Co-requisite/ Exclusion	None
Role and Purposes	This course introduces the fundamental concepts and analytical techniques on financial and managerial accounting. It contributes to the achievement by improving students' understanding on basic concepts on company's financial and managerial accounting information. Students will learn how economic transactions are recorded in accounting system and compiled into various financial statements, and students will also learn how relevant cost accounting information can be utilized in budgeting, controlling and performance evaluation. Students are expected to be able to understand the financial information provided by accounting system and apply both financial and managerial accounting information to analyze company's financial positions in a critical manner; students should also gain some preliminary insights into how entrepreneurs bring private firms into public markets through initial public offerings. Students will be able to gather both financial information and capital market information on listed companies to issue stock recommendations. They have to communicate reasoned arguments effectively, both in speech and in writing.  This subject contributes to the following Intended Learning Outcomes for the following programme(s):  MSc in Operations Management  #1: Solve business problems

# Subject Learning Upon completion of the subject, students will be able to: Outcomes Financial Accounting (FA) Understand the accounting system of an organization (both profit making and non-profit making). Record accounting information properly and communicate with accounting b. information effectively. Understand the basic concepts and principles underlying the financial c. statements, and be able to interpret financial statements, including balance sheet, income statement and cash flow statement. d. Identify the characteristics of good corporate governance and apply the knowledge in analyzing the potential governance problems. Managerial Accounting (MA) Be familiar with various managerial accounting techniques such as CVP, contribution margin concepts, relevant costing, etc. Utilize managerial accounting information in budgeting, controlling and b. performance evaluation. Be aware of the limitation of accounting information. c. **Subject Synopsis/** Financial Reporting Systems and Accounting Procedures **Indicative Syllabus** Concepts and principles underlying financial statements, measuring and reporting assets and equities **Techniques of Analyzing Financial Statements** Ratio analysis, vertical analysis, horizontal analysis **Corporate Governance** Principles and issues relating to internal control **Cost Behaviour and Decision Making** Cost-volume-profit analysis, cost estimation, relevant costing **Concept of Cost Allocation and Measurement** Importance of cost allocation in understanding and interpreting cost information in business decisions. **Management Control Process** Responsibility accounting concepts, segment reporting, performance measures (i.e. ROI, Residual income), basic concepts and methods of investment appraisals Teaching/Learning Concepts and issues in the Indicative Contents are discussed in seminars. Methodology Exercises, problems and short cases are used to illustrate the concepts and issues so as to enhance students' understanding of the materials discussed. Students are expected to be interactive in classes to maximize the exchange of knowledge and opinions.

### Assessment Methods in Alignment with Intended Learning Outcomes

Specific assessment methods/tasks	% weighting	Financial Accounting	Managerial Accounting
1. Case presentations and discussions	15%	V	V
2. Mid-term test	25%	V	n.a.
3. Participation	10%	V	V
4. Final examination	50%	V	V
Total	100%	V	V

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

- 1. Students will be arranged to analyze real life business cases and present their analyses in groups which encourage students to apply concepts and techniques in business cases and problems.
- 2. Mid-term test and final examination are used to test students' understanding of accounting concepts and the ability to apprehend and resolve problems.
- 3. Participation marks are given to motivate students to think and speak out in classes.

To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.

Student Study Effort Expected	Class contact:				
	Lectures / Seminars	39 Hrs.			
	Other student study effort:				
	Assignments, projects	21 Hrs.			
	Revision	57 Hrs.			
	Total student study effort	117 Hrs.			
Reading List and References	Edmonds, T.P., C.T. Edmonds, P.R. Olds, F.M. McNair, and B. Tsay, <i>Survey of Accounting</i> , Latest Edition, McGraw-Hill.				
	Marshall, D.H., W.W. McManus, and D. <i>Mean</i> , Latest Edition, McGraw-Hill	F. Viele, Accounting: What the Numbers			
	Warren, C., Survey of Accounting, Latest Edition, Cengage Learning.				
	Kimmel, P., D., J. Weygandt and D. Kieso, <i>Accounting, Tools for Business Decision Making</i> , Latest Edition, John Wiley & Sons, Inc.				
	Kimmel, P., D., J. Weygandt and D. Kieso, <i>Accounting</i> , Latest Edition, John Wiley & Sons, Inc.				
	Horngren, C., W. Harrison and L. Bamber, <i>Accounting</i> , Latest Edition, Prentice Hall.				
	Horngren, C. and W. Harrison, <i>Financial</i> Edition, Prentice Hall.	and Managerial Accounting, Latest			
	Libby, P., R. Libby and D. Short, <i>Financi</i> Hill.	ial Accounting, Latest Edition, McGraw-			
	Wild, J., Financial Accounting: Informati McGrawHill Irwin.	ion for Decisions, Latest Edition,			
	Williams, J., S. Haka and M. Bettner, J.V <i>Accounting</i> , Latest Edition, McGraw-Hill				
	Garrison, Noreen, Brewer, Managerial Ad	ccounting, Latest Edition, McGraw-Hill.			
	Anthony, RN, Govindarajan, V, <i>Manager</i> , McGraw-Hill.	ment control Systems, Latest Edition,			

This Programme Requirement Document is subject to review and changes, which the programme offering Faculty/Department/School/College may decide to make from time to time. Students will be informed of the changes as and when appropriate

The information in this document is correct at the time of production (October 2022), and is subject to review and change. THE HONG KONG POLYTECHNIC UNIVERSITY 香港理工大學 PolyU理大商學院 Business School