

PolyU **MSc in Operations Management**

Programme Requirement Document
Programme Code: 44092-OMN

2020-2021



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OM Programme Web Page

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

PolyU Student Handbook Web Page

<http://www.polyu.edu.hk/as>

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FOREWORD

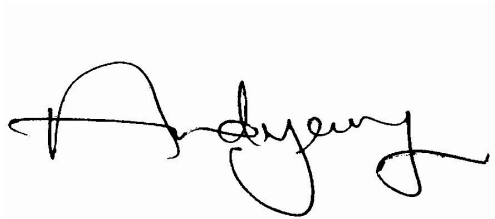
It is our pleasure to welcome you to the Master of Science in Operations Management programme offered by the Department of Logistics and Maritime Studies at The Hong Kong Polytechnic University.

This programme aims to provide you with the needed foundation in the main functional areas of management, along with in-depth training in the realm of Operations Management.

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

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

With warmest regards

A handwritten signature in black ink, appearing to read 'Andy Yeung', is displayed on a light gray rectangular background.

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

The Hong Kong Polytechnic University
Revised Academic Calendar 2020-21 (by Semester Week)

Month	Week	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Sem. Week	Notes
Sep	...	31	1	2	3	4	5	6	...	Sep. 7: Sem. 1 commences (13 teaching weeks: Sep. 7 - Dec. 5) / Sep. 7 - Sep. 19: Add/Drop Period for Sem. 1
	1	7	8	9	10	11	12	13	1	
	2	14	15	16	17	18	19	20	2	
	3	21	22	23	24	25	26	27	3	
Oct	4	28	29	30	1	2	3	4	4	Oct. 1: National Day / Oct. 2: The day following Mid-Autumn Festival Oct. 10: PolyU Education Info Day (all day-time and evening classes suspended)*
	5	5	6	7	8	9	10	11	5	
	6	12	13	14	15	16	17	18	6	
	7	19	20	21	22	23	24	25	7	
Nov	8	26	27	28	29	30	31	1	8	Oct. 24: Twenty-sixth Congregation (Main Conferment Session, also first session)* Oct. 26: The day following Chung Yeung Festival Nov. 14: Twenty-sixth Congregation (Last Conferment Session)*
	9	2	3	4	5	6	7	8	9	
	10	9	10	11	12	13	14	15	10	
	11	16	17	18	19	20	21	22	11	
Dec	12	23	24	25	26	27	28	29	12	Dec. 5: Sem. 1 teaching ends Dec. 7 - 8: Revision Days for Sem. 1 / Dec. 9 - 24: Examination Period for Sem. 1 Dec. 21: Winter Solstice (all evening exams suspended)
	13	30	1	2	3	4	5	6	13	
	14	7	8	9	10	11	12	13	Exam.	
	15	14	15	16	17	18	19	20	Exam.	
Jan 2021	16	21	22	23	24	25	26	27	Exam.	Dec. 24: Christmas Eve (all evening exams suspended) / Dec. 25: Christmas Day / Dec. 26: The first weekday after Christmas Day Jan. 1: First Day of January / Jan. 7: All subject assessment results finalised for Sem. 1 Jan. 15: Finalisation of overall assessment results for Sem. 1 / Jan. 16: Announcement of Sem. 1 overall assessment results Jan. 18: Sem. 2 commences (13 teaching weeks: Jan. 18 - Apr. 24) / Jan. 18 - 30: Add/Drop Period for Sem. 2
	17	28	29	30	31	1	2	3	Exam.	
	18	4	5	6	7	8	9	10	Result	
	19	11	12	13	14	15	16	17	Processing	
Feb	20	18	19	20	21	22	23	24	1	Feb. 11: Lunar New Year's Eve (all evening classes suspended) / Feb. 12 - 15: Lunar New Year Holidays Feb. 16 - 20: Lunar New Year Break (all day-time and evening classes suspended)
	21	25	26	27	28	29	30	31	2	
	22	1	2	3	4	5	6	7	3	
	23	8	9	10	11	12	13	14	4	
Mar	24	15	16	17	18	19	20	21	Lunar New Year Break	Apr. 2 - 5: Easter Holidays / Apr. 6: The day following Ching Ming Festival
	25	22	23	24	25	26	27	28	5	
	26	1	2	3	4	5	6	7	6	
	27	8	9	10	11	12	13	14	7	
Apr	28	15	16	17	18	19	20	21	8	Apr. 24: Sem. 2 teaching ends Apr. 26 - 28: Revision Days for Sem. 2 / Apr. 29 - May 15: Examination Period for Sem. 2 / May 1: Labour Day
	29	22	23	24	25	26	27	28	9	
	30	29	30	31	1	2	3	4	10	
	31	5	6	7	8	9	10	11	11	
May	32	12	13	14	15	16	17	18	12	May 19: The Buddha's Birthday May 25: All subject assessment results finalised for Sem. 2 May 31: Summer Term commences (7 teaching weeks: May 31 - Jul. 17) / May 31 - Jun. 5: Add/Drop Period for Summer Term Jun. 2: Finalisation of overall assessment results for Sem. 2 / Jun. 3: Announcement of Sem. 2 overall assessment results Jun. 14: Tuen Ng Festival
	33	19	20	21	22	23	24	25	13	
	34	26	27	28	29	30	1	2	Exam.	
	35	3	4	5	6	7	8	9	Exam.	
Jun	36	10	11	12	13	14	15	16	Exam.	Jul. 1: The HKSAR Establishment Day Jul. 17: Summer Term teaching ends Jul. 19 - 24: Examination Period for Summer Term
	37	17	18	19	20	21	22	23	Exam Result	
	38	24	25	26	27	28	29	30	Processing	
	39	31	1	2	3	4	5	6	1	
Jul	40	7	8	9	10	11	12	13	2	Aug. 2: All subject assessment results finalised for Summer Term Aug. 10: Finalisation of overall assessment results for Summer Term / Aug. 11: Announcement of Summer Term overall assessment results Aug. 29: Academic Year 2020-21 ends
	41	14	15	16	17	18	19	20	3	
	42	21	22	23	24	25	26	27	4	
	43	28	29	30	1	2	3	4	5	
Aug	44	5	6	7	8	9	10	11	6	
	45	12	13	14	15	16	17	18	7	
	46	19	20	21	22	23	24	25	Exam.	
	47	26	27	28	29	30	31	1	Exam.	
	48	2	3	4	5	6	7	8	Result	
	49	9	10	11	12	13	14	15	Processing	
	50	16	17	18	19	20	21	22	...	
	51	23	24	25	26	27	28	29	...	

* Subject to change if the PolyU Education Info Day and the 26th Congregation will be conducted on-campus.

General Holidays
Dates of finalisation of examination results

August 2020

PART I: GENERAL INFORMATION

1. PROGRAMME OVERVIEW

The Master of Science in Operations Management programme provides students with skills and knowledge in the efficient and effective management of operations, and is relevant for those working in services and manufacturing, in both private and public sectors. It introduces the concepts and tools needed for managing the resources of an organization to achieve efficient production and distribution of goods and services. The organizations involved could be factories, hospitals, the police force, airlines, airports and docks, distribution depots, hotels and restaurants, and so on. Particular subjects deal with quantitative techniques, decision-making, quality management, resource planning, information technology and e-commerce.

2. PROGRAMME AIMS AND FEATURES

This programme provides non-business graduates with the needed foundation in the main functional areas of management, and graduates in all disciplines with in-depth training in operations management.

The features of the programme are :

- (i) Operations management in services and manufacturing
- (ii) Resources management in private and public sectors
- (iii) Quantitative techniques, decision-making, quality management, resource planning, information technology, and e-commerce
- (iv) Development of ability to contribute in a cross-functional, team environment
- (v) Independent investigation into specific management problems

3. PROGRAMME LEARNING OUTCOMES

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

1. Solve business problems

Learning objective: Demonstrate how to solve business management issues

(addressed by subject(s):

*AF5108 Accounting for Managers,
LGT5105 Managing Operations Systems,
MM5112 Organization and Management,
LGT5426 Managing Innovation)*

2 Develop the specific operations management knowledge

Learning objective: Assess the applications of specialized operations management knowledge in one of the following streams:

- a. Operations Strategy Stream
- b. Quality Management Stream
- c. Operations Analytics Stream

(Addressed by subject(s):

- *(For Operations Strategy Stream)
LGT5033 Lean Thinking and Practice,
LGT5073 Risk Management in Operations,
MM531 Strategic Management*

- (*For Quality Management Stream*)
LGT5107 Total Quality Management,
LGT5157 Six Sigma and Quality Management,
LGT5158 Statistical Quality Control for Manufacturing and Service
- (*For Operations Analytics Stream*)
LGT5113 Enterprise Resource Planning,
LGT5425 Business Analytics,
MM544 E-commerce)

3. Practise business ethics

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

(*addressed by subject(s):*

LGT5105 Managing Operations Systems)

4. ENTRANCE REQUIREMENTS

The minimum entrance requirements for this award are:

- (i) A Bachelor's degree or equivalent professional qualifications, preferably with at least one year of relevant working experience.
- (ii) Applicants with other post-secondary qualifications, who have been employed in industry, commerce or public administration for not less than 6 years, of which 3 years in a managerial capacity, will also be considered.

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:

44092 Master of Science in Operations Management

Award:

Master of Science in Operations 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 – Dissertation Option	30	4 Compulsory Subjects + 3 Specialised Subjects + OM Dissertation (9 credits)
MSc – Non-dissertation Option	30	4 Compulsory Subjects + 3 Specialised Subjects + 1 Restricted Elective Subject + 2 Free Elective Subjects
PgD	21	4 Compulsory Subjects + 3 Specialised Subjects

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

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

5.3 Mode and Normal Duration for Completion of a Programme

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

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

The number of class contact hours will depend on the approach to learning and teaching adopted in the subject. While students' effort need not necessarily be defined in terms of class contact, most subjects require 39 hours of class contact. In a regular semester, most subjects have 3 hours contact time per week. 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.

The duration of the programme is as follows:

	MSc	PgD	PgC
Normal Duration	2.5 years	2 years	1 year

5.4 Subject Offerings

Compulsory Subjects (4 subjects – 12 credits)					
AF5108	Accounting for Managers				
LGT5105	Managing Operations Systems				
MM5112	Organization and Management				
LGT5426	Managing Innovation				
Operations Analytics Stream		Quality Management Stream		Operations Strategy Stream	
Specialised Subjects (3 subjects – 9 credits) (Students must fulfil 3 specialised subjects from one of the streams)					
LGT5113	Enterprise Resource Planning	LGT5107	Total Quality Management	LGT5033	Lean Thinking and Practices
LGT5425	Business Analytics	LGT5157	Six Sigma and Quality Management Techniques	LGT5073	Practice Risk Management in Operations
MM544	E-commerce	LGT5158	Statistical Quality Control for Manufacturing and Service	MM531	Strategic Management
Restricted Elective Subjects (any 1 subject – 3 credits)					
LGT5015	Supply Chain Management				
LGT5037	Project Management				
LGT5040	Supplier Development				
LGT5101	Statistics for Management				
LGT5109	International Operations Management				
<i>Note: Students may take more restricted elective subjects than necessary, and those subjects will be counted as free electives.</i>					
Free Elective Subjects# (any 2 subjects – 6 credits)					
LGT5033	Lean Thinking and Practice				
LGT5073	Risk Management in Operations				
LGT5102	Models for Decision Making				
LGT5107	Total Quality Management				
LGT5111	Practice of Operations Management				
LGT5113	Enterprise Resource Planning				
LGT5122	Applications of Decision Making Models				
LGT5131	Warehousing and Materials Management				
LGT5153	Practice of Quality Management				
LGT5157	Six Sigma and Quality Management Techniques				
LGT5158	Statistical Quality Control for Manufacturing and Service				
LGT5159	Implementation and Auditing of Quality Management Systems				
LGT5425	Business Analytics				
MM531	Strategic Management				
MM544	E-commerce				
MM576	Marketing Management				
MM501	Research Methods				
LGT5205	OM dissertation (9 credits) (Dissertation option)				

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

Starting from 2006/07, students at MSc level are allowed to choose **at most 1 elective**, equivalent to 3 credits, from the Common Pool to fulfill the elective requirements of the programme. Please visit the website <http://www.fb.polyu.edu.hk/rpss/commonpool/> for

subject lists and subject syllabuses. **Students should strictly comply with the prescriptions of the programme curriculum when performing subject registration. Those who fail to meet the programme requirements will NOT be allowed to graduate.** Credit transfer/exemption will not be granted for subjects chosen from the Common Pool, unless the elective subject concerned falls within the programme curriculum.

5.5 Recommended Progression Pattern

The programme offers a structured progression pattern¹, and students are highly encouraged to follow the pattern to benefit from a cohort-based study. However, being credit-based, the programme allows you the flexibility to proceed at your own pace according to your time commitment and learning needs, while not exceeding the prescribed maximum study period.

Semester/ Year	Year One	Year Two
Semester One	2 Compulsory Subjects (Pre-assigned in Year 1) <u>AF5108</u> : Accounting for Managers <u>LGT5105</u> : Managing Operations Systems	2 Subjects
Semester Two	2 Compulsory Subjects (Pre-assigned in Year 1) <u>MM5112</u> : Organization and Management <u>LGT5426</u> : Managing Innovation	2 Subjects
Summer Term (Optional)	1 Subject	1 Subject

5.6 Curriculum Map

The **institutional learning outcomes** are as follows:

- 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.
- 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.
- 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 in Management (Operations Management) programme, as set out in Section 3 of this document.

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

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

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

If you wish to make changes to your subject registration, you may do so through the add / drop at eStudent during the 2-week add / drop period (one week for summer term). You are advised not to make any changes to the subjects pre-assigned to you by the Department without consulting your Department / Academic Advisor. In case you wish to drop all the subjects in a semester, you must first seek approval from your Department for zero subject enrolment. 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.

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

8.2 Withdrawal of Subjects

If you have a genuine need to withdraw from a subject after the add / drop period, you should submit an application for withdrawal of subjects to your programme offering department. Such requests 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, a handling fee will be charged. The tuition fees paid for the withdrawn subject 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. If the handling fee concerned is outstanding by the payment deadline, the approval given will be declared void and you are required to attend classes of this subject and complete its assessment(s) accordingly. A reinstatement fee will be charged if you wish to reinstate the approval for the withdrawn subject.

9. **SUBJECT EXEMPTION AND CREDIT TRANSFER**

Irrespective of the extent of previous study or credits 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 students whose tuition fees are charged by credit, an exemption fee will be charged.

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. If you are a credit fee paying student, you will receive a debit note for settlement of the subject exemption fee, the non-payment of which will nullify the approved subject exemption. A reinstatement fee will be charged if you wish to reinstate the approval of the subject exemption.

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 2010-11, then the validity period should count from 2011 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 cases where both types of credits are transferred, not more than 50% of the required number of credits for the academic award may be transferred. Grades may or may not be given for the transferred credits.

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, the grade attained in the last attempt should be taken in the case of credit transfer with grade being carried over. 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.

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 settlement of the credit transfer fee, the non-payment of which will nullify the approved credit transfer. A reinstatement fee will be charged if you wish to reinstate the approval for the credit transfer.

10. RETAKING OF 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 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 deregistered. Departments may impose more stringent regulations on the retaking of particular types of subjects, e.g. practicum and clinical placement, and would inform students of such cases, if any.

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 section “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 for the programme concerned.

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

You will receive notification from the Department normally within 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.

You are required to submit an application for deferment of study via Form AR7 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.

Get the form from:	Return it to:
AR Website > For Students in Taught Programmes > Application Forms <input type="checkbox"/> Academic Registry Service Centre	Programme offering department (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 which you are studying will not be refunded. Application for withdrawal of study for the current semester must be submitted before the commencement of the examination period. Application submitted after the commencement of the examination period will not be processed.

For application of withdrawal of study for the following academic year / semester, application should be submitted before the commencement of that academic year / semester.

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

The relevant Faculty / School 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]

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

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

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

15. PASSING A SUBJECT

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

16. ASSESSMENT OF DISSERTATION/PROJECT

16.1 General Regulations

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

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

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

16.2 Procedures for Preparing the Dissertation/Project

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

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

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

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

16.3 Assessment of Dissertation/Project

The final project will be assessed by the Supervisor and a moderator. For student who opts for dissertation, an oral examination is also appraised by an

Assessment Panel consisting of the Supervisor, the moderator and a 3rd panel member appointed by the Dissertation Coordinator.

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

17. GRADING

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

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

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

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

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

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

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

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

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

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

18. PROGRESSION AND DE-REGISTRATION

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

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

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

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

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

19. ACADEMIC PROBATION

The academic probation system is implemented to give prior warning to students who need to make improvement in order to fulfil the GPA requirement of the University. 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 and the Official Assessment Result Notifications. 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 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 plan and meet with the Academic Advisor(s) to finalize the subjects and number of credits to be taken in the semester following academic probation within one week of assessment results announcement.

20. ELIGIBILITY FOR AWARD

A student would be eligible for the award of Master of Science in Operations Management or Postgraduate Diploma in Operations 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 all the "compulsory" and "elective" requirements defined.
- (iii) Having a GPA of 1.7 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 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.

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

24. Academic Appeal

Subject Teachers, in respect of the subject they teach, have 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).

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 was adversely affected by illness or other factors beyond his / her control which he / she was unable or, for valid reason, unwilling to divulge before the Subject Teacher / SARP / BoE / other authorized parties of the University made their decision, 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 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 assessment results shall pay a fee of HK\$125. Payment forms are obtainable at 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 official 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 post-mark of the Department's reply letter. He / She should provide the following information together with other relevant documents in support of the appeal:

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

The Registrar shall then refer the case to the Academic Appeals Committee, who 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 Office if the programme / award is hosted by the Faculty, or for students on Broad Discipline programme) within one calendar week upon the official 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:

- name in English and Chinese;
- student number;
- programme title, year and class of study; and
- 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:

- Before commencement of the elective subject, students must obtain endorsement from the subject lecturer concerned and seek prior approval from the Programme Director;**
- 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
- 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.

- 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 <http://www.legislation.gov.hk>.

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

PART II: SUBJECT SYLLABUSES

Subject Code	Subject Title	Page No.
<u><i>Accounting and Finance</i></u>		
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<u><i>Logistics and Maritime Studies</i></u>		
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Website of Common Pool Electives

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

The subject syllabuses contained in this Definitive Programme Document are subject to review and change from time to time. The Department of Logistics and Maritime Studies / 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.

MSc in Operations Management

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	<p>This course introduces the fundamental concepts and analytical techniques on financial and managerial accounting. It contributes to the achievement by improving students' understanding on basic concepts on company's financial and managerial accounting information. Students will learn how economic transactions are recorded in accounting system and compiled into various financial statements, and students will also learn how relevant cost accounting information can be utilized in budgeting, controlling and performance evaluation. Students are expected to be able to understand the financial information provided by accounting system and apply both financial and managerial accounting information to analyze company's financial positions.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Operations Management</p> <p>#1: Solve business problems</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <p>Financial Accounting (FA)</p> <ol style="list-style-type: none"> Understand the accounting system of an organization (both profit making and non-profit making). Record accounting information properly and communicate with accounting information effectively. Understand the basic concepts and principles underlying the financial statements, and be able to interpret financial statements, including balance sheet, income statement and cash flow statement. Identify the characteristics of good corporate governance and apply the knowledge in analyzing the potential governance problems. <p>Managerial Accounting (MA)</p> <ol style="list-style-type: none"> Be familiar with various managerial accounting techniques such as CVP, contribution margin concepts, relevant costing, etc. Utilize managerial accounting information in budgeting, controlling and performance evaluation. Be aware of the limitation of accounting information.

Subject Synopsis/ Indicative Syllabus	Financial Reporting Systems and Accounting Procedures 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 Methodology	Concepts and issues in the Indicative Contents are discussed in seminars. Exercises, problems and short cases are used to illustrate the concepts and issues so as to enhance students’ understanding of the materials discussed. Students are expected to be interactive in classes to maximize the exchange of knowledge and opinions.																								
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th>Specific assessment methods/tasks</th><th>% weighting</th><th>Financial Accounting</th><th>Managerial Accounting</th></tr><tr><td>1. Case presentations and discussions</td><td>15%</td><td>√</td><td>√</td></tr><tr><td>2. Mid-term test</td><td>25%</td><td>√</td><td>n.a.</td></tr><tr><td>3. Participation</td><td>10%</td><td>√</td><td>√</td></tr><tr><td>4. Final examination</td><td>50%</td><td>√</td><td>√</td></tr><tr><td>Total</td><td>100%</td><td>√</td><td>√</td></tr></table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>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.</p>	Specific assessment methods/tasks	% weighting	Financial Accounting	Managerial Accounting	1. Case presentations and discussions	15%	√	√	2. Mid-term test	25%	√	n.a.	3. Participation	10%	√	√	4. Final examination	50%	√	√	Total	100%	√	√
Specific assessment methods/tasks	% weighting	Financial Accounting	Managerial Accounting																						
1. Case presentations and discussions	15%	√	√																						
2. Mid-term test	25%	√	n.a.																						
3. Participation	10%	√	√																						
4. Final examination	50%	√	√																						
Total	100%	√	√																						

MSc in Operations Management

	<p>2. Mid-term test and final examination are used to test students' understanding of accounting concepts and the ability to apprehend and resolve problems.</p> <p>3. Participation marks are given to motivate students to think and speak out in classes.</p>	
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	<p>Edmonds, T.P., C.T. Edmonds, P.R. Olds, F.M. McNair, and B. Tsay, <i>Survey of Accounting</i>, Latest Edition, McGraw-Hill.</p> <p>Kimmel, P., D., J. Weygandt and D. Kieso, <i>Accounting</i>, Latest Edition, John Wiley & Sons, Inc.</p> <p>Horngren, C., W. Harrison and L. Bamber, <i>Accounting</i>, Latest Edition, Prentice Hall.</p> <p>Horngren, C. and W. Harrison, <i>Financial and Managerial Accounting</i>, Latest Edition, Prentice Hall.</p> <p>Jiambalvo, J., <i>Managerial Accounting</i>, Latest Edition, Wiley.</p> <p>Libby, P., R. Libby and D. Short, <i>Financial Accounting</i>, Latest Edition, McGraw-Hill.</p> <p>Wild, J., <i>Financial Accounting: Information for Decisions</i>, Latest Edition, McGrawHill Irwin.</p> <p>Williams, J., S. Haka and M. Bettner, J.V. Carcello, N.C.Y. Lam, and P.T.Y. Lau, <i>Financial Accounting</i>, Asia Global Edition, McGraw-Hill.</p> <p>Garrison, Noreen, Brewer, <i>Managerial Accounting</i>, Latest Edition, McGraw-Hill.</p> <p>Anthony, RN, Govindarajan, V, <i>Management control Systems</i>, Latest Edition, McGraw-Hill.</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5015
Subject Title	Supply Chain Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Role and Purposes	<p>This course discusses the concepts, theory, models, tools, and the best practices of modern supply chain management (SCM) to help students:</p> <ul style="list-style-type: none"> ▪ understand the strategic importance of SCM in improving a firm's competitive position in the marketplace; ▪ 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 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 skills for analyzing and managing a supply chain in an organization. <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc in Global Supply Chain Management</p> <p>#1 Employ supply chain management</p> <p>#5 Practise business ethics</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. evaluate the impact of supply chain and logistics activities on the financial performance of a firm b. identify and assess the inter-actions of inventory, time, information, and financial factors in a supply chain context c. recognize and understand some basic modelling approaches for supply chain design and optimization d. recognize and understand the importance of the multi-organizational nature of supply chain management e. recognize and understand some key issues in supply chain management and the possible approaches that can be used to tackle these issues f. understand the ethical issues in the global supply chain management

Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none">▪ Logistics, supply chain, and competitive advantages▪ The role of inventory in supply chains and basic methodologies for inventory management▪ Uncertainty and risk, and how to deal with them through good inventory management approaches▪ Value of information and information sharing in supply chains▪ Distribution strategies▪ Supply chain coordination and strategic alliance▪ Procurement and outsourcing▪ Supply chain integration▪ Ethical issues in supply chain and logistics operations																																						
Teaching/Learning Methodology	<p>Lectures to introduce concepts, theories, management issues, and methodologies.</p> <p>Case studies and/or group projects: make connections of the contents from the lectures with real business practices so as to deepen the understanding of the concepts, theories, and issues of supply chain management.</p> <p>In-class exercises and take-home assignments: help students to grasp some of the key methodologies and tools; practice some basic analysis skills and access their understanding of some basic concepts and analysis skills.</p>																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a</th><th>b</th><th>c</th><th>d</th><th>e</th><th>f</th></tr><tr><td>1. Coursework*</td><td>50 %</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>2. Examination</td><td>50 %</td><td>✓</td><td>✓</td><td>✓</td><td></td><td>✓</td><td>✓</td></tr><tr><td>Total</td><td>100 %</td><td colspan="6"></td></tr></table> <p>*Coursework may include case studies, group projects, individual assignments, and class participation</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e	f	1. Coursework*	50 %	✓	✓	✓	✓	✓	✓	2. Examination	50 %	✓	✓	✓		✓	✓	Total	100 %						
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	Total student study effort	126 Hrs.
Reading List and References	<p>Simchi-Levi, Kaminsky and Simchi-Levi, <i>Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies</i>, 3rd Edition, McGraw-Hill, 2008.</p> <p>Cachon and Terwiesch, <i>Matching Supply with Demand: An Introduction to Operations Management</i>, 4th Edition, McGraw-Hill Education, 2019.</p> <p>Chopra, <i>Supply Chain Management: Strategy, Planning, and Operation</i>, 7th Edition, Pearson, 2019.</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5033
Subject Title	Lean Thinking and Practice
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Role and Purposes	<ul style="list-style-type: none"> ▪ To provide students with a strategic overview of lean thinking philosophy and concepts. ▪ To enable the students to critically review the principles of lean thinking. ▪ 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. ▪ To equip students the technics to manage lean data <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management) / MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Able to employ lean thinking concepts as a strategy to eliminate waste and improve organizational performance. b. Able to apply lean concepts and tools to identify improvement areas and generate solutions in order to improve operational efficiency. c. Able to undertake an efficiency improvement project with lean thinking concepts and tools, and present the project proposal professionally. d. Able to perform lean data management
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> ▪ Philosophy and evolution of lean thinking ▪ Lean principles: <ul style="list-style-type: none"> • Value • Value stream • Flow

	<ul style="list-style-type: none">• Pull• Perfection▪ Lean techniques<ul style="list-style-type: none">• Value identification techniques• Value stream mapping techniques• Just-in-Time and Kanban systems• Lean Six-sigma• Reliability and maintenance▪ Current issues in lean thinking																																						
Teaching/Learning Methodology	<p>Contact hours: 39 hours</p> <p>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.</p>																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a</th><th>b</th><th>c</th><th>d</th><th></th><th></th></tr><tr><td>Continuous Assessment</td><td>50%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td></tr><tr><td>Examination</td><td>50%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td></tr><tr><td>Total</td><td>100 %</td><td colspan="6"></td></tr></table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>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.</p> <p>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.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d			Continuous Assessment	50%	✓	✓	✓	✓			Examination	50%	✓	✓	✓	✓			Total	100 %						
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▪ Preparation for lectures	45 Hrs.																																						

	<ul style="list-style-type: none"> Preparation for the assignment and project 	42 Hrs.
	Total student study effort	126 Hrs.
Reading List and References	<p><i>Books</i></p> <p>Womack, J., and Jones, D. (the latest edition) <i>Lean Thinking: Banish Waste And Create Wealth In Your Corporation</i>, New York, Simon and Schuster.</p> <p>Womack, J., Jones, D., and Roos, D. (the latest edition) <i>The Machine That Changed The World</i>, New York, Rawson Associates.</p> <p>Rich, N., Bateman, N., Esain, A., and Massey, L. (the latest edition) <i>Lean Evolution: Lessons from the Workplace</i>, Cambridge.</p> <p>Tapping, D., and Shuker, T. (the latest edition) <i>Value Stream Management for the Lean Office</i>, Productivity Press.</p> <p><i>Journals</i></p> <p>Journal of Operations Management</p> <p>International Journal of Service Industry Management</p> <p>Decision Sciences</p> <p>International Journal of Production Economics</p> <p>International Journal of Production Research</p> <p>International Journal of Operations and Production Management</p>	

The Hong Kong Polytechnic University

Subject Description Form

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

	<ul style="list-style-type: none">▪ Cost and time management▪ Project monitoring and control▪ Project closure▪ Managing project team, stakeholder analysis, effective project communication, and ethical issues in project management▪ Project management software tools																																						
Teaching/Learning Methodology	<p>Lectures are designed to provide a basic grounding in principles, concepts and techniques in project management.</p> <p>Tutorials provide the environment and means for student-centered learning, in the form of class discussions, case analyses, problem exercises, simulation games, group project, and experience sharing.</p>																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a</th><th>b</th><th>c</th><th>d</th><th>e</th><th></th></tr><tr><td>1.Continuous assessment</td><td>50%</td><td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td></td></tr><tr><td>2. Final examination</td><td>50%</td><td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td></td></tr><tr><td>Total</td><td>100 %</td><td colspan="6"></td></tr></table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Continuous assessment consists of course project and homework assignment, which can assess the students’ understanding in theories, techniques and principles, evaluate their ability to apply project management methodologies/techniques and their ability to recognize and solve problems in real business environment.</p> <p>Final examination will assess the students’ understanding in theories and principles, evaluate their ability to apply methods and techniques independently.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e		1.Continuous assessment	50%	√	√	√	√	√		2. Final examination	50%	√	√	√	√	√		Total	100 %						
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	Total student study effort	126 Hrs.
Reading List and References	<p>Larson, E.W. and Gray, C.F. (2017), Project Management: the Managerial Process. 7th Edition. McGraw-Hill.</p> <p>Brown, K.A. and Hyer, N.L. (2010), Managing Projects: A Team-Based Approach. McGraw-Hill.</p> <p>PMI. (2017), A Guide to the Project Management Body of Knowledge (PMBOK Guide). 6th Edition. Newton Square, PA, USA.</p> <p>Snyder, C. (2016), Microsoft Project 2016 for Dummies. Wiley.</p> <p>Klastorin, T. (2011), Project Management, Tools and Trade-offs. 1st Edition. Pearson Learning Solutions.</p> <p>Goldratt, E.M. (2002), Critical Chain. 1st Edition. The North River Press, Great Barrington, MA, USA.</p> <p>Meredith, J.R. and Mantel, S. (2011), Project Management: a Managerial Approach. 8th Edition. John Wiley & Sons, Inc.</p> <p>Thomke, S. (2007), Managing Product and Service Development: Text and Cases. McGraw-Hill.</p> <p>Lister, A. (2005), Project Planning and Control. Elsevier Ltd.</p>	

MSc in Operations Management

Subject Code	LGT5073
Subject Title	Risk Management in Operations
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite / Co-requisite/	None, but knowledge of elementary business statistics and probability will be advantageous.
Exclusion	ISE548 Risk and Crisis Management
Role and Purposes	<p>This subject seeks to develop the knowledge and analytical skills necessary in organizations related to logistics, maritime trade or those with a strong emphasis on operations and quality management, for making risk management decisions and ensuring business continuity, through the application of risk management principles.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management) / MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> Analyze risks in operations, by applying basic principles and techniques of risk management. Comprehend risk management assessment, identify appropriate risk management solutions and to effectively implement them. Use risk management concepts to devise appropriate risk management and business continuity (contingency) plans. Be familiar with risk management in operations to a level that is adequate for continued self-enhancement of knowledge and practical applications of the subject.
Subject Synopsis/ Indicative Syllabus	Introduction and Concepts in Risk Management

	<p>Definitions of risk, concepts in risk management, identifying assets that need risk management, responsibility for risk management. Identification of positive and negative risks.</p> <p>Identifying and Managing risks</p> <p>Business process risks, market risks, organizational risks, socio-economic and environmental risks. Controllable and uncontrollable risks, low-frequency and random risks, management of risks.</p> <p>Assessing Risks</p> <p>Perceptions of risks, strategic and tactical approaches to risks, assessing various types of risks, Limitations of qualitative and quantitative risk assessments and the considerations for selection.</p> <p>Risk reduction strategies</p> <p>Risk management strategies: risk avoidance, risk reduction, risk acceptance, risk transfer, insurance, identification, evaluation and ranking of risk reduction measures. Overview of risk culture and risk attitude.</p> <p>Risk mitigation measures / Business continuity planning</p> <p>Contingency planning, crisis management, responding to disasters and risk events.</p> <p>Risk management plans</p> <p>Cost of risk management, perceptions of risk and political factors, regulations and their effects on risk management, Security threats and insurance costs.</p> <p>Safety and Security risks</p> <p>Safety and security risks, human factors, security threats to logistics / shipping, piracy, terrorism, impact of disruptions in shipping, resilience and vulnerability of shipping / logistics networks.</p> <p>International Standards and Regulatory Requirements</p>
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	International standards, regulatory requirements and best practices for business continuity.																																																														
Teaching/Learning Methodology	<p>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.</p> <p>Discussions are highly interactive and include discussions of current / past events, case studies, and student presentations. Students are expected to actively participate in the classes and to share their experience and learn from each other.</p>																																																														
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a</th><th>b</th><th>c</th><th>d</th><th></th><th></th></tr><tr><td>Continuous Assessment</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1. Group presentation</td><td>25 %</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td></tr><tr><td>2. Group written report</td><td>25 %</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td></tr><tr><td>Final Examination</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1. Final examination</td><td>50 %</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td></tr><tr><td>Total</td><td>100 %</td><td colspan="6"></td></tr></table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Since the course focuses on risk management in operations, case analysis and learning from practical, work-based experiences forms an important constituent of student assessment. Further, assignments and class discussions reinforce theoretical concepts learnt during the lectures and enable their applications in real-life operational situations. Final examination is to assess student’s familiarity with theoretical concepts and the ability to apply conceptual framework in case analysis.</p> <p>Students would be given regular feedback on their performance, by email or as comments on assignments submitted.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d			Continuous Assessment								1. Group presentation	25 %	✓	✓	✓	✓			2. Group written report	25 %	✓	✓	✓	✓			Final Examination								1. Final examination	50 %	✓	✓	✓	✓			Total	100 %						
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1. Group presentation	25 %	✓	✓	✓	✓																																																										
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Student Study Effort Expected	Class contact:
	Lectures / tutorials 39 Hrs.
	Other student study effort:
	Self study for preparing lectures, tutorials and final examination 45 Hrs.
	Preparation group assignment 42 Hrs.
	Total student study effort 126 Hrs.
Reading List and References	<p><u>Main Reference Books</u></p> <p>Blunden, T & John Thirlwell. (2010). Mastering operational risk. Harlow, England ; New York : Financial Times Prentice Hall</p> <p>Devlin, E.S. (2007) <i>Crisis management planning and execution</i>. Boca Raton, FL: Auerbach Publications, c2007.</p> <p>Haimes, Y. Y. (2004) <i>Risk Modeling, Assessment and Management</i>. New York: Wiley.</p> <p>Handfield, R.B. & Kevin McCormack (ed.) (2008) <i>Supply chain risk management: minimizing disruptions in global sourcing</i>. Boca Raton, Fla.: Auerbach Publications.</p> <p>Hubbard, D.W. (2009) <i>The failure of risk management: why it's broken and how to fix it</i>. Hoboken, N.J.: J. Wiley & Sons.</p> <p>Oliver, E. Clifford. (2011) Catastrophic disaster planning and response [electronic resource].Boca Raton: CRC Press.</p> <p>Trim, Peter R.J & Jack Caravelli (ed.) (2009). <i>Strategizing resilience and reducing vulnerability</i>. New York: Nova Science Publishers, c2009.</p> <p><u>Main Reference Journals</u></p> <p>Journal of Business Continuity & Emergency Planning</p> <p>Institute of Risk Management (IRM)</p> <p>The Public Risk Management Association, US (PRIMA)</p> <p>The Public Risk Management Association, UK (ALARM)</p> <p>Association of Insurance and Risk Managers</p>

The Hong Kong Polytechnic University

Subject Description Form

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

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

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

<p>Reading List and References</p>	<p>OpenIntro Statistics 3rd Edition https://www.google.com.hk/?gws_rd=ssl#q=OpenIntro+Statistics+(Third+Edition))</p> <p>Statistics. Penn State Online. https://onlinecourses.science.psu.edu/statprogram/programs)</p> <p>Levine, D.M., Stephan, D.F. and Szabat, K.A., <i>Statistics for Managers Using Microsoft Excel</i>, 7th edition, Pearson, 2014.</p> <p>McClave, J. T., Benson, P. G. and Sincich, T.T., <i>Statistics for Business and Economics</i>, 12th edition, Pearson, 2014.</p> <p>Gerald, K., <i>Managerial Statistics: abbreviated</i>, 9th edition, Australia: South-Western, 2012.</p> <p>Hair, J.F. <i>et al.</i>, <i>Multivariate Data Analysis</i>, 7th edition, Pearson, 2006.</p> <p>Journal of the American Statistical Association</p> <p>Journal of the Royal Statistical Society</p> <p>The Statistician</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5102
Subject Title	Models for Decision Making
Credit Value	3
Level	5
Normal Duration	1-semester
Exclusion	MGT532 Deterministic Operations Research
Role and Purposes	<ul style="list-style-type: none"> ▪ To introduce students to the methodology of management science as a scientific approach to managerial decision making. ▪ To impart on students the concepts, theories and techniques of a variety of management science methods. ▪ To develop students' ability and confidence in the use of management science methods for solving management decision problems. <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc in Global Supply Chain Management</p> <p>#2 Build up operations and logistics concepts</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Understand the methodology of management science as a scientific approach to managerial decision making. b. Understand the concepts, theories and techniques of a variety of management science methods. c. Develop the ability and confidence in the use of management science methods for solving management decision problems.
Subject Synopsis/ Indicative Syllabus	<p>Introduction Applications and impact; history; rise of business analytics; management science modeling approach.</p> <p>Linear Programming Formulation; graphical solution; simplex algorithm; sensitivity analysis; applications.</p> <p>Integer Programming Formulation; Branch and Bound method; applications.</p> <p>Network Models Transportation and assignment application; shortest path problems; network flow problems.</p> <p>Queueing models</p>

	<p>Examples of queueing systems; performance measures; Little's law; single/multiple servers models; priority models; economic analysis.</p> <p>Dynamic Programming Resource allocation problems; inventory problems; formulation; applications.</p> <p>Spreadsheet modeling in practice Process of spreadsheet modeling; guidelines for good spreadsheet model; methods for testing spreadsheet models.</p> <p>Case Study Application of management science models in real-life managerial decision making.</p>																																												
Teaching/Learning Methodology	<p>Concepts and techniques will be introduced through lectures. Students are required to apply the knowledge and skills to analyse and solve various realistic management science problems in the form of case study. The use of relevant computer package will be encouraged.</p>																																												
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr> <tr> <th>a</th><th>b</th><th>c</th><th></th><th></th><th></th></tr> </thead> <tbody> <tr> <td>Continuous Assessment</td><td>50 %</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td><td></td></tr> <tr> <td>Examination</td><td>50 %</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td><td></td></tr> <tr> <td>Total</td><td>100 %</td><td colspan="6"></td></tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Coursework includes homework assignments, class participation, test(s), term project/group case study, etc. Through term project, students learn to apply the theories to some real life situations. Examination are also required to test their understanding and familiarity with the knowledge.</p>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c				Continuous Assessment	50 %	✓	✓	✓				Examination	50 %	✓	✓	✓				Total	100 %						
Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)																																											
		a	b	c																																									
Continuous Assessment	50 %	✓	✓	✓																																									
Examination	50 %	✓	✓	✓																																									
Total	100 %																																												
Student Study Effort Expected	Class contact:																																												
	<ul style="list-style-type: none"> Lectures / Tutorials 						39 Hrs.																																						
	Other student study effort:																																												
	<ul style="list-style-type: none"> Revision, doing exercises and cases 						87 Hrs.																																						

MSc in Operations Management

	Total student study effort	126 Hrs.
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<p>Reading List and References</p>	<p><i>Reading List & References</i></p> <p>F.S. Hillier and M.S. Hillier, Introduction to Management Science, latest edition, McGraw Hill</p> <p>Hillier, F.S. and Lieberman, G.J., <i>Introduction to Operations Research</i>, latest ed., McGraw-Hill.</p> <p>Lapin, L.L., <i>Quantitative Methods for Business Decisions with Cases</i>, latest ed., Dryden.</p> <p>Render, B., Stair, R.M.Jr. and Greenberg, I., <i>Cases and Readings in Management Science</i>, latest ed., Allyn and Bacon.</p> <p>Winston, W.L., <i>Operations Research: Algorithms and Applications</i>, latest ed., Duxbury Press.</p> <p><i>Journals</i></p> <p>Interfaces OR/MS Today</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5105
Subject Title	Managing Operations Systems
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Role and Purposes	<p>This module introduces students to both the philosophy and the techniques of operations management. Students will understand the basic concepts and basic tools in operations management, and become familiar with the scientific methods used in daily management.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Global Supply Chain Management #2 Build up operations and logistics concepts #5 Practise business ethics</p> <p>MSc in Management (Operations Management) / MSc in Operations Management #1: Solve business problems #3 Practise business ethics</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> (a) Understand the terminology of operations management. (b) Understand basic concepts of various areas of operations management. (c) Build up basic quantitative models that are used for decision-making in operations management, including assumptions and limitations of the models. (d) Apply these models practically in management issues with critical thinking and creative manner to solve real life problems. (e) Beware of ethical issues in business.

<p>Subject Synopsis/ Indicative Syllabus</p>	<p>Introduction to Operations System The concepts, the operations functions and its relation with other business functions, particularly, strategic aspects of operations management and its relationship to major elements of business models.</p> <p>Business Process Design and Reengineering Process concept; process design method; process effectiveness and efficiency; business process reengineering.</p> <p>Forecasting Objective of forecasting; logic of forecasting; qualitative and quantitative methods for forecasting; measurement and monitoring of forecasting systems; machine learning techniques.</p> <p>Capacity Planning Strategic capacity planning; equipment management; concept of total cost of ownership; volume analysis; breakeven models; decision tree analysis.</p> <p>Facility Location and Layout Factors affecting location decisions; methods for analysing location problems; facility layout problems and decision analysis in manufacturing and service sectors.</p> <p>Inventory Management Functions and costs of inventory management; ABC analysis; economic ordering quantity model; vendor managed inventory system; inventory replenishment systems.</p> <p>Quality Management, Quality Control, Just-in-Time and Lean Operations Total quality management; quality measurement; quality cost; quality inspection; statistical quality control; Philosophy and concept of JIT systems; pulling versus pushing production system; lean operations.</p> <p>.</p> <p>Supply Chain Management Concept of supply chain management; information coordination; cost and benefit of postponement; quick response; worldwide sourcing.</p> <p>Project Management Project and its working team; project break down; Gantt charts; project time and cost; critical tasks in projects.</p> <p>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.</p>
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	<p>Data-driven Operations Management</p> <p>Extract useful information out of a (large) database, and hence making appropriate operations decisions.</p> <p>Industry 4.0 and Sharing Economy</p> <p>Industry 4.0; new technologies in operations; the distinguishing features of sharing business models; the opportunities and challenges.</p>																																																				
Teaching/Learning Methodology	<p>Concepts and techniques will be introduced through lectures. Students are required to apply the knowledge and skills to analyse and solve various realistic operations management problems in the form of case studies.</p>																																																				
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr> <tr> <th>a</th><th>b</th><th>c</th><th>d</th><th>e</th><th></th></tr> </thead> <tbody> <tr> <td>1. Coursework</td><td>50 %</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td></tr> <tr> <td>2. Examination</td><td>50 %</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td></tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Total</td><td>100 %</td><td colspan="6"></td></tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Students need to do a group case study, testing whether they know how to apply the theories learnt to some real life situations. Mid-term test and examination are also required to test their understanding and familiarity with the knowledge.</p>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e		1. Coursework	50 %	✓	✓	✓	✓	✓		2. Examination	50 %	✓	✓	✓	✓	✓										Total	100 %						
Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)																																																			
		a	b	c	d	e																																															
1. Coursework	50 %	✓	✓	✓	✓	✓																																															
2. Examination	50 %	✓	✓	✓	✓	✓																																															
Total	100 %																																																				
Student Study Effort Expected	<p>Class contact:</p> <ul style="list-style-type: none"> Lectures / Tutorials <p>Other student study effort:</p> <ul style="list-style-type: none"> Reading and doing exercises <p>Total student study effort</p>						<p>39 Hrs.</p> <p>87 Hrs.</p> <p>126 Hrs.</p>																																														

<p>Reading List and References</p>	<p><i>Books</i></p> <p>Anupindi, R., et. al. <i>Managing Business Process Flows – Principle of Operations Management</i>, latest ed, Prentice Hall</p> <p>Jacobs F.R., Chase, R.B. and Aquilano, N.J., <i>Operations & Supply Chain</i>, latest ed., McGraw Hill.</p> <p>Cheng, T.C.E. and Podolsky, S. (1996), <i>Just-in-time Manufacturing: An Introduction</i>, Chapman & Hall.</p> <p>Klassen, R. D., Menor, L. J. (2006), <i>Cases in Operations Management</i>, Sage publication,</p> <p>Johnston, R. (2003), <i>Cases in Operations Management</i>, Finance Times Prentice Hall.</p> <p>Russell R.S. and Taylor B.W., <i>Operations Management</i>, latest ed., Prentice Hall.</p> <p>Stevenson W.J., <i>Operations Management</i>, latest ed., McGraw Hill.</p> <p><i>Journals</i></p> <p>International Journal of Operations and Production Management Journal of Operations Management Management Science</p>
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Subject Code	LGT5107
Subject Title	Total Quality Management
Credit Value	3
Level	5
Normal Duration	One Semester
Exclusion	ITC575 Principles of Total Quality Management
Role and Purposes	<p>The purpose of the course is to develop hands-on knowledge and skills that are required to manage and implement any improvement projects, whether in manufacturing, service or any other opportunities. Quality management (QM) starts by taking (1) a customer focus, (2) management concepts for continual improvement, (3) analytical techniques including statistical and problem-solving methods for studying and proposing solutions to the problem, and (4) a clear improvement roadmap.</p> <p>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.</p> <p>Specifically, students are to learn:</p> <ul style="list-style-type: none"> ▪ The principles of TQM in both theories and practice. ▪ The major techniques in TQM adoption. ▪ Applying TQM principles and techniques through quality improvement projects/activities. <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management) / MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> a. Able to apply TQM principles and techniques to assess and improve organizational and business process efficiency and effectiveness. b. Able to practice TQM to improve customer satisfaction and achieve operational as well as strategic goals.
Subject Synopsis/ Indicative Syllabus	<p>This subject covers the operational and/or strategic aspects of the following topics/areas:</p> <ul style="list-style-type: none"> ▪ Principles of Quality ▪ Theoretical Background and Framework of Total Quality Management

	<ul style="list-style-type: none">▪ 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 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 analyse 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				
	Continuous Assessment	50%	✓	✓				
	Final examination	50%	✓	✓				
	Total	100 %						
	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The achievement of the two learning outcomes will be dependent on students’ knowledge in conceptual theories and ability to apply quality management techniques.</p> <p>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.</p>							

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	<p><i>Books</i></p> <p>Foster, S.T. (the latest edition), <i>Managing Quality: Integrating The Supply Chain</i>, Pearson Education.</p> <p>Besterfield, D.H., Besterfield-Michna, C., Besterfield, G.H. and Besterfield-Sacre, M. (the latest edition), <i>Total Quality Management</i>, Prentice-Hall.</p> <p>Goetsch, D.L. and Davis, S.B. (the latest edition), <i>Quality Management for Organizational Excellence: Introduction to Total Quality</i>, Pearson Education</p> <p>Imai, Masaaki, (the latest edition), <i>Gemba Kaizen</i>, McGraw Hill</p> <p><i>Journals</i></p> <p>Asia-Pacific Journal of Quality Management</p> <p>International Journal of Quality and Reliability Management</p> <p>International Journal of Service Industry Management</p> <p>Journal of Operations Management</p> <p>Harvard Business Review</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5109
Subject Title	International Operations Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Role and Purposes	This subject examines the impact of the international cultural and political roles on the functions of operations management. Special emphasis will be made on the business duplication and relocation in a global value-chain for sustaining competitiveness.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> Properly understand the operations management issues in business internationalization as well as global value-chain for sustaining competitiveness Appropriately apply operations management theory and method to improve operations efficiency and economies of scale in a global business environment Understand how to adjust the product global supply chain management according to different regional business environments Correctly identify the operations issues when conducting production or providing service in different countries
Subject Synopsis/ Indicative Syllabus	<p>International Business Environments</p> <ul style="list-style-type: none"> ▪ Macro-economic environments of international business ▪ Globalization of industries and forms of international business ▪ Some strategic issues of international operations, marketing and logistics <p>Value-chain Functions in the International Marketplace</p> <ul style="list-style-type: none"> ▪ International research and development ▪ Foreign exchange risk and international procurement ▪ Outsourcing and contract manufacturing services ▪ Global distribution and customer service management

	<ul style="list-style-type: none"> Facility location for integrated global operations <p>Global Integration and Competitiveness</p> <ul style="list-style-type: none"> Managing for quality in multi-location operations Strategic alliances and international joint venture management Information management in a global supply chain International competitiveness and operations system of Hong Kong-China businesses <p>Structural and Cultural Control of International Operations</p> <ul style="list-style-type: none"> Evolution of organizational structure for international business Shared values, leadership and cultural control Best practices in international operations management 																																												
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.																																												
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr> <tr> <th>a</th><th>b</th><th>c</th><th>d</th><th></th><th></th></tr> </thead> <tbody> <tr> <td>Coursework*</td><td>60%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td></tr> <tr> <td>Final exam</td><td>40%</td><td>✓</td><td>✓</td><td></td><td>✓</td><td></td><td></td></tr> <tr> <td>Total</td><td>100 %</td><td colspan="6"></td></tr> </tbody> </table> <p>*Coursework may include case studies, group projects, and individual assignments</p>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d			Coursework*	60%	✓	✓	✓	✓			Final exam	40%	✓	✓		✓			Total	100 %						
Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)																																											
		a	b	c	d																																								
Coursework*	60%	✓	✓	✓	✓																																								
Final exam	40%	✓	✓		✓																																								
Total	100 %																																												
Student Study Effort Expected	Class contact:																																												
	<ul style="list-style-type: none"> Teaching and class discussion 						26Hrs.																																						
	<ul style="list-style-type: none"> Class presentation and after class discussion 						13Hrs.																																						
	Other student study effort:																																												
	<ul style="list-style-type: none"> Reading 						45Hrs.																																						
	<ul style="list-style-type: none"> Course work 						42Hrs.																																						
	Total student study effort						126Hrs.																																						

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

Subject Description Form

Subject Code	LGT5111
Subject Title	Practice of Operations Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite	All foundation and core subjects for the student's award.
Exclusion	MGT519/LGT5205 OM Dissertation
Role and Purposes	<p>This is essentially a project-based subject. The objectives are to enable students to:</p> <ol style="list-style-type: none"> bring together skills and knowledge acquired through the taught subjects and to apply them in analysing a real management problem; develop their skills in information specification, gathering, analysis, and interpretation in the context of a problem-solving project; and develop their project management and presentation/writing skills in conducting the project and preparing a final project report.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> • Able to carry out a management research project independently • Able to select and apply appropriate OM principles and techniques to improve the operational performance of an organization • Able to apply basic research methods
Subject Synopsis/ Indicative Syllabus	<p>Students work individually on a project topic within the area of OM assigned or approved by the subject leader. The subject leader will be responsible for allocating supervisors for individual students. The supervisor, who is a member of academic staff, will provide students under his/her supervision with guidance on topic, reading, methodology and project management. Where necessary, other academic staff may be called upon to provide technical guidance on particular areas of literature. The supervisor will monitor progress through regular progress meetings.</p> <p>Students must submit the following for assessment:</p> <p>Project proposal – submitted in week 5. The proposal should constitute a firm plan of work and should clearly identify the problem or issue to be investigated, along with a clear methodology for the project. The subject leader must be satisfied that the project is within the scope of the award and that the proposal has a clear management problem-solving focus.</p>

	<p>Project report – submitted at the end of the semester (normally week 14). This should normally be not more than 5,000 words for an individual project and 10,000 words for a group project (excluding appendices, where necessary). Project reports will be assessed according to the following criteria:</p> <ul style="list-style-type: none"> Does the report provide a clear definition of the problem or issue to be studied? Is this sufficiently within the scope of the student's award? Is there a sufficient review of prior knowledge and research in the field? Is this review accurate, sufficiently critical, and of sufficient depth and breadth to provide a sound basis for the student's own work? Has an appropriate methodology been used? Here the concern is with methods of data and information gathering, and analytical techniques. Have appropriate conclusions been drawn? To what extent does the project provide clear and actionable recommendations for management (either managers in a specific organization or managers at large)? Overall, does the project demonstrate an effective application of knowledge in the field of study? <p>The supervisor will mark both the proposal and the project report. Where deemed necessary because of the technical nature of the project, a second member of academic staff may be asked to act as a second marker.</p>																																												
Teaching/Learning Methodology	Students work individually under the guidance of the subject leader. Regular supervision will be scheduled throughout the semester.																																												
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr> <tr> <th>a</th><th>b</th><th>c</th><th></th><th></th><th></th></tr> </thead> <tbody> <tr> <td>1. Development of Research Proposal</td><td>10%</td><td></td><td>✓</td><td>✓</td><td></td><td></td><td></td></tr> <tr> <td>2. Assessment of thesis</td><td>90%</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td><td></td></tr> <tr> <td>Total</td><td>100 %</td><td colspan="6"></td></tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: The assessment is mainly based on the thesis.</p>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c				1. Development of Research Proposal	10%		✓	✓				2. Assessment of thesis	90%	✓	✓	✓				Total	100 %						
Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)																																											
		a	b	c																																									
1. Development of Research Proposal	10%		✓	✓																																									
2. Assessment of thesis	90%	✓	✓	✓																																									
Total	100 %																																												
Student Study Effort Expected	Class contact:																																												
	▪ Guided Study						39 Hrs.																																						
	▪						Hrs.																																						

	Other student study effort:	
	▪ Self Study	87 Hrs.
	▪	Hrs.
	Total student study effort	123 Hrs.
Reading List and References	Specific references will be recommended for each topic by the subject leader or the supervisor. Students are also expected to conduct a thorough literature search as part of the development of the project topic.	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5113
Subject Title	Enterprise Resource Planning
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite / Co-requisite/ Exclusion	Nil
Role and Purposes	<p>To enable students to:</p> <ul style="list-style-type: none"> • Understand the basic concepts and issues of ERP systems; • be able to discuss issues in the up-to-dated IT environment (such as business intelligence and cloud computing) for ERP systems; and • Develop students' ability and confidence in planning and executing ERP projects. • Be familiar with the basic usage of ERP systems <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management) / MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. A grasp of basic concepts and issues of ERP systems b. A basic understanding of the adoption of ERP systems to enhance operational efficiency c. A basic understanding of ERP planning and implementation d. A grasp of basic functions and usages of ERP systems

Subject Synopsis/ Indicative Syllabus			
	Topics	Sub-topics	Tutorial Topics
	Introduction to ERP, and System and Technology Background	Introduction to the course	Tutorial 1:
		Introduction to ERP and ERP Life Cycle	SAP Demonstration, UAC Registration, Opening Survey
		ERP Market Awareness- History, Present, and Future Trends	Tutorial 3: SAP Startup and Navigation
		Cloud-based ERP	
	Business Process Management and ERP	Business Functions and Business Process	Tutorial 2: Business Process Modeling
		Business Process Modelling	
	Management with ERP systems (Part 1)	Business Data Management in ERP	Tutorial 4: Master Data in SAP
		Sales and marketing management with ERP	Tutorials 5&6: Sales and Distribution in SAP (1)(2)
		Accounting and finance management with ERP	Tutorial 6: Accounting and Controlling in SAP
	ERP Life Cycle (Part 1)	ERP Initiatives	
		ERP Selection	
	Management with ERP systems (Part 2)	Procurement management with ERP	Tutorial 7: Material Management in SAP
		Production Management with ERP	Tutorial 8: Production Planning in SAP
		ERP for Business Analytics	
	ERP Life Cycle (Part 2)	ERP Implementation	
	Project Presentation and Course Review	ERP After-Implementation	
		Course Review	
	<ul style="list-style-type: none"> During lectures, basic concepts of ERP and ERP systems will be introduced, and case studies will be discussed. 		

Teaching/Learning Methodology	<ul style="list-style-type: none">During tutorials, students will be guided to practice applications and usages of ERP systems in a computer lab.							
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b	c	d		
	1. Coursework	50%		✓	✓	✓		
	2. Examination	50%	✓	✓	✓			
	Total	100 %						
	Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: The coursework includes a series of tutorial exercises of using ERP systems, assignments and case studies, and a group project about ERP implementation in real business. They are used to assess the intended outcomes 1-4. The final exam is based on questions relevant to basic concepts of ERP and a case study about the ERP life cycle, which are relevant to intended outcomes 1-3.							
	Student Study Effort Expected	Class contact:						
Lectures / tutorials					39 Hrs.			
Other student study effort:								
Group Project					45 Hrs			
Self-Study					42 Hrs			
Total student study effort					126 Hrs			
Reading List and References	Monk, Ellen and Wagner, Bret J., <i>Concepts in Enterprise Resource Planning</i> , 4 th Edition, Course Technology Cengage Learning, 2013 O’Leary, Daniel E., <i>Enterprise Resource Planning Systems: Systems, Life cycle, Electronic Commerce, and Risk</i> , Cambridge University Press, 2000 Buck-Emden, R., <i>The SAP R/3 System, An Introduction to ERP and Business Software Technology</i> , Addison-Wesley, 2000.							

	<p>Curran, T. A. Ladd, A., <i>Business Blueprint: Understanding Enterprise Supply Chain Management</i>, Prentice Hall, 2000.</p> <p>Curran, T. A., Ladd, A. and Ladd, D., <i>SAP R/3, Reporting & eBusiness Intelligence</i>, Prentice Hall, 2000.</p> <p>Norris G., Hurley, J., Hartley, K. Dunleavy, J. Balls, J., <i>E-Business and ERP: Transforming the Enterprise</i>, New York: John Wiley, 2000.</p> <p>Wyzalek, J., <i>Enterprise Systems Integration</i>, Auerbach Publications, 2000.</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5122
Subject Title	Applications of Decision Making Models
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite / Co-requisite / Exclusion	Preferably with knowledge of LGT5102 “Models for Decision Making”.
Role and Purposes	<ol style="list-style-type: none"> 1. To impart on students the skills in applying the concepts, theories and techniques of a variety of management science methods. 2. To develop students’ ability and confidence in solving management decision problems, particularly paying attention to the practical considerations.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Understand the range of practical application of management decision analysis techniques, the characteristics of successful application, and the limitations of the techniques. b. Develop skills in analyzing complex operations problems, using quantitative techniques as appropriate. c. Tackle a management decision situation from different angles of view, hence develop the creative thinking and be more critical to evaluate the outcomes of different decisions.
Subject Synopsis/ Indicative Syllabus	<p>Decision scope: find out a clear scope of decision required.</p> <p>How to evaluate different decisions: identify the objectives; there may be conflicting objectives.</p> <p>Model the situation: search for appropriate analytical or heuristic methods to solve the problem; understand the limitations of each method.</p> <p>Analysis of results: cost and benefits analysis; sensitivity analysis.</p>
Teaching/Learning Methodology	<p>Mainly through small group discussions. Students will be guided throughout the discussion process, particularly addressing on the following issues:</p> <ol style="list-style-type: none"> 1. How to start to tackle a complicated situation?

	2. How to understand the data given and link up the relationship among data? 3. Point out mistakes when applying different methods. 4. How to apply what they have learnt in other subjects to a real situation?							
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b	c			
	Continuous Assessment*	100%						
	Case studies	60%	✓	✓	✓			
	Class participation	40%	✓	✓	✓			
	Total	100 %						
	<i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i> Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: This subject will be dealing with cases in every session and students will learn through undergoing this process, with guidance. There is no examination in this subject. Therefore performance in class through participating in discussion is most important and is allocated with the most major part in the assessment. Students are expected to prepare every case before attending each session. Other than participation component, there will also be 3 group case studies to be assessed.							
Student Study Effort Expected	Class contact:							
	▪ Small group discussions			26 Hrs.				
	▪ Lectures			13 Hrs.				
	Other student study effort:							
	▪ Preparation for lectures			45 Hrs.				
	▪ Preparation for assignment / group project and presentation			42 Hrs.				
	Total student study effort			126Hrs.				
Reading List and References	<i>Cases in Operations Management: Building Customer Value Through World-Class Operations</i> (The Ivey Casebook Series) (2005), Sage Publications, Inc.							
	Yin, R.K. (2014), <i>Case Study Research: Design and Methods</i> , Sage Publishing							

	<p>Rohlfing, I. (2012), <i>Case Studies and Causal Inference</i>, Palgrave.</p> <p>Rajnikanth D. (ed.) (2009), <i>Case Studies on Decision Making</i>, IBS Case Development Centre.</p> <p>Klassen, R. D., Menor, L. J., <i>Cases in Operations Management</i>, Sage publication, 2006</p> <p><i>Journals</i></p> <p>Asia Pacific Journal of Operational Research</p> <p>Decision Sciences</p> <p>European Journal of Operational Research</p> <p>IIE Transactions</p> <p>Interfaces</p> <p>Journal of the Operational Research Society</p> <p>Management Science</p> <p>Naval Research Logistics</p> <p>Omega - International Journal of Management Science</p> <p>Operations Research</p> <p>OR Insight</p> <p>OR/MS Today</p>
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5131
Subject Title	Warehousing and Materials Management
Credit Value	3
Level	5
Normal Duration	1-semester
Exclusion	ISE512 Warehousing and Material Handling Systems
Role and Purposes	To provide students with the methods and tools necessary for the design and management of warehousing, materials handling systems, and inventory control. In particular, this subject emphasizes aspects of logistics and supply chain management in warehousing, the handling of products, and control of inventories. On completion students will be able to both analyze existing systems and recommend improvement solutions.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> Design and manage warehousing, material handling and inventory control systems. Improve existing warehousing, material handling and inventory control systems.
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> • Introduction to warehouse • Warehouse location, layout and design • Materials handling systems, equipment and packaging • Warehousing management system, IT development, etc. • Warehouse quality • Warehouse performance management & measurement • Warehouse safety and security • 3PL • Advanced technologies including AI for warehouse, warehouse automatin, blockchain for material management, etc. • Inventory management and control including various tools and methods • Inventory management strategies
Teaching/Learning Methodology	Concepts, theories and key issues will be introduced to students in lectures. Case studies will be used to illustrate some application aspects and to stimulate discussions leading to context-specific knowledge. Students are required to apply the knowledge to analyze some contemporary issues.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b				
	Continuous Assessment	50%	✓	✓				
	Examination	50%	✓	✓				
	Total	100 %						
	Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: The achievement of the two learning outcomes will be dependent on students’ knowledge in conceptual theories and ability to apply certain quantitative techniques. Since examination is effective in assessing the knowledge level in conceptual theories and continuous assessment (including assignments and projects) is effective in assessing the ability in applying techniques, both methods will be needed to assess the two outcomes of this subject.							
Student Study Effort Expected	Class contact:							
	▪ 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					126 Hrs.		
Reading List and References	Wood, D.F., Wardlow, D.L., Murphy, P.R., Johnson, J.C., (the latest edition) <i>Contemporary Logistics</i> , 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 and Location: An analytical Approach</i> , Prentice-Hall, Englewood Cliffs, NJ. Mulcahy, D., (the latest edition) <i>Warehouse Distribution & Operations Handbook</i> , McGraw-Hill, Boston. Ackerman, K.B., (the latest edition) <i>Practical Handbook of Warehousing</i> , Chapman & Hall, New York							

	Stephens, M.P., Meyers, F.E., (the latest edition) <i>Manufacturing Facilities Design and Material Handling</i> , Prentice Hall.
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5153
Subject Title	Practice of Quality Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisites	LGT5157 Six Sigma and Quality Management Techniques <i>or</i> LGT5158 Statistical Quality Control for Manufacturing and Service <i>or</i> LGT5159 Implementation and Auditing of Quality Management Systems <i>or</i> MM511 Managing Organizations and People
Exclusions	LGT5213 QM Dissertation
Role and Purposes	This subject is a small-scale research project and requires students to work individually, for a systematic investigation of some quality management issues in a company or industry. Students have to professionally report their results through a written report and an oral presentation.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> a. Design a project proposal for the study of a practical application topic in quality management. b. Collect and analyse data and information for a systematic investigation of the topic. c. Present the findings of the project in a logical and orderly manner.
Subject Synopsis/ Indicative Syllabus	<p><u>Proposal</u></p> <p>Students have to submit a project proposal which should include: title of the project, statement of problems, brief literature review, study framework, methods of investigation and project schedule. The proposals have to be approved by the subject lecturer.</p> <p><u>Progress</u></p> <p>Students have to manage the progress of their projects; they have to meet the subject lecturer regularly in order to report the progress and obtain feedbacks.</p> <p><u>Report</u></p> <p>The project reports should be in about 5,000 words, excluding references and appendices. They should be written in a logical and orderly manner. Students have to orally present the major findings and conclusion of their projects in class.</p>

Teaching/Learning Methodology	Students have to do the project individually. They have to submit project plans for the approval of the subject lecturer and monitor the progress of their projects through regular meetings with the subject lecturer.																																				
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1"> <tr> <th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr> <tr> <th>a</th><th>b</th><th>c</th><th></th><th></th><th></th></tr> <tr> <td>Continuous Assessment</td><td>100 %</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td><td></td></tr> <tr> <td>Total</td><td>100 %</td><td colspan="6"></td></tr> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>It is small-scale research project where students need to demonstrate their quality management knowledge in addressing the identified issues of their selected topic. There are three stages of the continuous assessment. In the first stage, students are required to design and defend a project proposal. They progress to collect and analyse data and information for a systematic investigation of the topic at the second stage under supervision of the lecturer. In the final stage, students need to present the findings of the project in a reasoned, logical, and orderly manner.</p>							Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c				Continuous Assessment	100 %	✓	✓	✓				Total	100 %						
Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)																																			
		a	b	c																																	
Continuous Assessment	100 %	✓	✓	✓																																	
Total	100 %																																				
Student Study Effort Expected	Class contact:																																				
	▪ Guided Study		39 Hrs.																																		
	Other student study effort:																																				
	▪ Proposal development and literature review		45 Hrs.																																		
	▪ Data analyses and report preparation		42 Hrs.																																		
	Total student study effort		126 Hrs.																																		

Reading List and References	Benchmarking Business Process Management Journal Decision Sciences International Journal of Operations and Production Management International Journal of Production Economics International Journal of Production Research International Journal of Quality & Reliability Management Journal of Operations Management Management Science Managing Service Quality Omega Quality Management Journal Quality Progress Total Quality Management and Business Excellence The TQM Journal
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5157
Subject Title	Six Sigma and Quality Management Techniques
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite Exclusion	Nil
Role and Purposes	<ol style="list-style-type: none"> 1 To provide students with a focused systematic approach of using Six Sigma and other operational and quality management techniques to meet the aims and objectives of total quality management; 2 To develop students with ability in applying the Six Sigma techniques to define and analyse problems in improving quality at the workplace; and 3 To develop students with ability to identify opportunities for improvement in the business, service, administrative and manufacturing environments of applying Six Sigma, Kaizen, and other continuous improvement methodologies. <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management) / MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Apply Six Sigma and TQM techniques to tackle and analyse problems in improving quality with particular reference to their own working environment; b. Develop the ability to adopt new techniques and synthesise new knowledge; c. Analyse basic operational and research data using TQM techniques in a systematic way;

	<p>d. Cooperate efficiently and effectively in a team to apply TQM techniques and tools for accomplishing pre-determined goals; and</p> <p>e. Identify opportunities for improvement in the business, service, administrative and manufacturing environments of applying the methodology such as Six Sigma, Kaizen, and other appropriate tools to achieve breakthrough improvements in these processes.</p>																										
Subject Synopsis/ Indicative Syllabus	<p><u>Fundamental Concept</u></p> <p>Overview of Six Sigma, Kaizen, Introduction of DMAIC methodology, Voice of Customer, Cost of Quality Concept, Project Identification, Project Charter Writing, Organization of project team.</p> <p><u>Identification of Improvement Area and Baseline Measurement</u></p> <p>SIPOC and Process Mapping, Basic Statistics for Six Sigma, Data collection, Measurement system analysis, Process Capability Calculation, Statistical Process Control, Control Charts, Sigma Level Calculation</p> <p><u>Techniques for Analyzing the Current Situation</u></p> <p>Detailed process mapping, Value-added Analysis, Value Stream Mapping, Root Cause Verification, Muda Concept, Traditional Quality Tools</p> <p><u>Breakthrough Improvement</u></p> <p>Process Documentation, Process Control Plan, Approach to implement Six Sigma in an organization, Selected cases of application and implementation of Kaizen, Six Sigma, in various industries.</p>																										
Teaching/Learning Methodology	<p>A systematic approach will be adopted in focusing the use of different quality management techniques, such as six sigma methodology, etc. in meeting the aims and objectives of total quality management, such as will both theoretical and practical aspects and students will be asked to use case studies developed specially for this subject aiming at integrating these two aspects with their own daily responsibilities. Students will be asked to present their evaluation and analysis of case studies and other related project assignments during seminars and presentation sessions.</p>																										
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="5">Intended subject outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a</th><th>b</th><th>c</th><th>d</th><th>e</th></tr><tr><td>Continuous Assessment</td><td>50%</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Group Assignments / Cases</td><td>25%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr></table>	Specific assessment methods/tasks	% weighting	Intended subject outcomes to be assessed (Please tick as appropriate)					a	b	c	d	e	Continuous Assessment	50%						Group Assignments / Cases	25%	✓	✓	✓	✓	✓
Specific assessment methods/tasks	% weighting			Intended subject outcomes to be assessed (Please tick as appropriate)																							
		a	b	c	d	e																					
Continuous Assessment	50%																										
Group Assignments / Cases	25%	✓	✓	✓	✓	✓																					

	Individual Assignments / Cases	25%	✓	✓	✓	✓	✓
	Final Examination	50%	✓	✓	✓	✓	✓
	Total	100 %					
	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject will be able to deliver the above mentioned outcomes/ objectives. Specifically,</p> <ul style="list-style-type: none">• The individual assignments/cases are used to enable students to improve their abilities to achieve outcomes a through e with emphasis on outcomes a through c.• The group assignments/cases are used to enable students to improve their abilities to achieve outcomes a through e with emphasis on outcomes d through e.• Examination is used to test if students master the necessary concepts and methods including roadmaps in carrying out a quality improvement project in a typical business environment. <p>Feedback is given to students immediately following their case/assignment presentations and all students are invited to join in this discussion.</p>						
Student Study Effort Expected	Class contact:						
	Lectures / tutorials			39 Hrs.			
	Other student study effort:						
	Preparing for lectures,			43 Hrs			
	Preparation group assignment / group projects and presentations			44 Hrs.			
	Total student study effort			126 Hrs.			

<p>Reading List and References</p>	<p>Lean Six Sigma and Minitab, QSB Consulting, (latest edition)</p> <p>Barney, M & McCarty, T. (2003). The new Six Sigma: A leader's guide to achieving rapid business improvement and sustainable results, Upper Saddle River, N.J.: Prentice Hall PTR.</p> <p>Allen, T.T. (2006). Introduction to engineering statistics and Six Sigma: Statistical quality control and design of experiment, London: Springer.</p> <p>Taghizadegan, S. (2006). Essentials of Lean Six Sigma, Amsterdam: Elsevier.</p> <p>Tang, L.C. (2006). Six Sigma: Advanced tools for black belts and master black belts, Chichester, West Sussex, England ; Hoboken, NJ : John Wiley & Sons.</p> <p>Goetsch, D.L. and Davis, S.B. (2006). Introduction to TQM for production, processing and service, 5th edition, Prentice-Hall.</p> <p>Ho, S.K.M. (editor) Proceedings of the 14th International Conference on ISO9000 & TQM, <i>Taking ISO 9000 to a Higher Level Through Integration, Lean, and Six Sigma</i>, March 6-7 2006, Hong Kong; and previous issues.</p> <p>Case Studies of the Implementation of TQM in Textiles & Clothing Industries (1992-1995), Institute of Textiles & Clothing, The Hong Kong Polytechnic University</p> <p>Cohen, L. (1995). Quality function deployment: How to make QFD work for you, Engineering Process Improvement Series, Addison-Wesley.</p> <p>Kondo, Y. (1989). Human motivation: A key factor for management, 3A Corporation.</p> <p>Hirano, H. (1994). Poka-yoke: Mistake-proofing for zero defects, PHP Institute.</p> <p>Nayatani, Y. (1994). The seven new QC tools: Practical applications for managers, 3A Corporation.</p> <p>Cheng, T.C.E and Willborn, W.W.O. (1994). Global management of quality assurance systems, McGraw-Hill.</p> <p>UNSO, 1993, Handbook of Industrial Statistics, UNIDO.</p> <p>Kume, H. (1985). Statistical methods for quality improvement, AOTS.</p> <p>Mizuno, S. (1988). Company-wide Total Quality Control, Asian Productivity Organization.</p> <p>Ishikawa, K. (1984). Quality control circles at work: Cases from Japan's manufacturing and service sectors, Asian Productivity Organization.</p> <p>Oakland, J.S. (2003). Total quality management, Heinemann, 3rd ed.</p>
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Subject Code	LGT5158
Subject Title	Statistical Quality Control for Manufacturing and Service
Credit Value	3
Level	5
Normal Duration	One Semester
Exclusion	ITC501 Industrial Quality Control
Role and Purposes	<ol style="list-style-type: none"> 1 To develop students with a practitioner-oriented statistical thinking for quality management in both manufacturing and service industries; 2 To provide students with the methodology of establishing and managing an effective SPC program in manufacturing and service organizations; 3 To help students improve the performance of operations process consistently and predictably over time. <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management) / MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Understand the role of statistics in quality management; b. Design and manage SPC in both manufacturing and service sectors; c. Understand the concept of acceptance sampling and be familiar with different sampling plans; d. Make use of statistical methods and tools to improve process quality.
Subject Synopsis/ Indicative Syllabus	<p><u>Fundamental Concept</u> Specifications and tolerances; the gap model of service quality; process variation; foundations of statistical concepts in quality control and management; quality and data characteristics; sampling distribution and statistical inference.</p> <p><u>Management of process variation</u> Deming circle, SPC strategy analyzing, and framework for monitoring controlling, and improving process performance; key quality characteristics to identify and measure in production and service industries; principles of SPC implementation.</p>

	<p><u>Statistical process control</u> Univariate and multivariate control charts; short run SPC; process capacity analysis; control charts for non-manufacturing applications.</p> <p><u>Acceptance sampling</u> Operating curve; lot-by-lot attribute sampling plans; characteristic continuous sampling plan; sampling plans for variables.</p> <p><u>Information technology (IT) and software applications</u> The concepts and applications of IT and improving quality and software in the related processes.</p>																																						
Teaching/Learning Methodology	<p>This subject develops knowledge in students for managing process variations in both manufacturing and service industries. Theories and case studies are provided in the lectures to illustrate the concepts and applications of statistical process control (SPC) and acceptance sampling plan. This course adopts Deming's PDCA continuous improvement cycle principles to implement SPC for quality control and enhancement. Simulation of an actual business environment is used to demonstrate challenges in executing SPC by role playing and to strengthen students' management skills in applying related theories and tools in the real world.</p>																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="5">Intended subject outcomes to be assessed (Please tick as appropriate)</th></tr> <tr> <th>a</th><th>b</th><th>c</th><th>d</th><th></th></tr> </thead> <tbody> <tr> <td>Continuous Assessment</td><td>50%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td></tr> <tr> <td>Final Examination</td><td>50%</td><td></td><td>✓</td><td>✓</td><td>✓</td><td></td></tr> <tr> <td>Total</td><td>100 %</td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p>						Specific assessment methods/tasks	% weighting	Intended subject outcomes to be assessed (Please tick as appropriate)					a	b	c	d		Continuous Assessment	50%	✓	✓	✓	✓		Final Examination	50%		✓	✓	✓		Total	100 %					
Specific assessment methods/tasks	% weighting	Intended subject outcomes to be assessed (Please tick as appropriate)																																					
		a	b	c	d																																		
Continuous Assessment	50%	✓	✓	✓	✓																																		
Final Examination	50%		✓	✓	✓																																		
Total	100 %																																						
Student Study Effort Expected	Class contact:																																						
	Lectures / tutorials					39 Hrs																																	
	Other student study effort:																																						
	Preparing for lectures,					45 Hrs																																	

	Assignment and project	42 Hrs
	Total student study effort	126 Hrs
Reading List and References	<p><i>References</i></p> <p>Mitra, Amitava (the latest edition). <i>Fundamentals of Quality Control and Improvement</i>, Hoboken, N.J.: John Wiley & Sons.</p> <p>Aikens, C. Harold (the latest edition). <i>Quality Inspired Management: The Key to Sustainability</i>. Upper Saddle River, N.J.: Prentice Hall.</p> <p>Grant, Eugene L. and Leavenworth, R.S. (the latest edition). <i>Statistical Quality Control</i>, New York: McGraw-Hill Co. Inc.</p> <p>Montgomery, C. Douglas (the latest edition). <i>Introduction to Statistical Quality Control</i>, Hoboken, N.J.: John Wiley & Sons.</p> <p>Ryan, P. Thomas (the latest edition). <i>Statistical Methods for Quality Improvement</i>, Hoboken, N.J.: John Wiley & Sons.</p> <p>DeVor, E. Richard, Chang, T.H. and Sutherland, J.W. (the latest edition). <i>Statistical Quality Design and Control: Contemporary Concepts and Methods</i>, Upper Saddle River, NJ: Pearson/Prentice Hall.</p> <p>George, Michael L. (the latest edition). <i>Lean Six Sigma for Service: How to Use Lean Speed and Six Sigma Quality to improve Services and Transactions</i>, New York: McGraw-Hill.</p> <p>Kenett, Ron and Zacks, S. (the latest edition). <i>Modern Industrial Statistics: Design and Control of Quality and Reliability</i>, Pacific Grove, Calif.: Duxbury Press.</p> <p>Fuchs, Camil and Kenett, R.S. (the latest edition). <i>Multivariate Quality Control: Theory and Applications</i>, New York: M. Dekker.</p> <p>Casella, George and Berger, L. (the latest edition) <i>Statistical Inference</i>, Pacific Grove, Calif.: Duxbury/Thomson Learning.</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5159
Subject Title	Implementation and Auditing of Quality Management Systems
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/Co-requisite/ Exclusion	ISE509 Auditing & Registration of Quality Systems
Role and Purposes	The course introduces students to the principles and techniques of implementing and auditing several popular management systems with respect to concerns on compliance and organizations' improvement needs.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to</p> <ol style="list-style-type: none"> understand the principles and requirements of management systems including ISO 9000, ISO 14000 and ISO 45000. understand the auditing and management review techniques to identify the nonconformities of different systems. understand the implementation strategy and methods of new quality management systems.
Subject Synopsis/ Indicative Syllabus	<p>Integrated Management Systems Principle of management systems, process and plan-do-check-act cycle.</p> <p>ISO 9000 Standard Approaches to quality management; ISO 9000 series of standards, structure, and basic concepts; process approach; its relationship with TQM.</p> <p>ISO 14000 Standard Principles of ISO 14001; preparatory environmental review, environmental policy, planning, implementation and operation; checking and corrective actions; management review.</p> <p>ISO 45000 Standards Principles of ISO 45001; OH&S management system model; OH&S policy; planning, implementation and operation, management reviews.</p> <p>Risk-based Thinking Principles, methods and tools of ISO 31000; risk assessment and management in quality, environment, and occupational health and safety.</p> <p>Management System Audits Principles of auditing; managing an audit program; performing an audit; competence and evaluation of auditors.</p>

	Registration of Management systems Principles of certification registration; post certification obligations; typical problems and factors of successful registration and continuous implementation.							
Teaching/Learning Methodology	Concepts and techniques will be introduced through lectures. Professional seminars featuring guest speakers from registration bodies, consultants, or QM practitioners will be organized. Students are required to apply the knowledge and skills to solve the implementation and auditing problems in the form of case studies or exercises.							
Assessment Methods in Alignment with Intended Learning Outcomes								
	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed					
			a	b	c			
	1. Individual assignment	25%	✓	✓	✓			
	2. Group project	25%	✓		✓			
	3. Examination	50%	✓	✓	✓			
	Total	100%						
Student Study Effort Expected	Class contact:							
	▪ Lectures / Tutorials							39 Hrs.
	Other student study effort:							
	▪ Reading and doing assignment and group project							87 Hrs.
	Total student study effort							126 Hrs.
Reading List and References	1. ISO 9000: 2015, ISO 14000: 2015, ISO45001: 2018, ISO 19011: 2018, ISO 31000:2018 (Latest revision) 2. Dentch, M.P. (2016). The ISO 9001:2015 Implementation Handbook: Using the Process Approach to Build a Quality Management System, ASQ Quality Press. 3. Dentch, M.P. (2016). The ISO 14001:2015 Implementation Handbook: Using the Process Approach to Build an Environmental Management System, ASQ Quality Press. 4. Hoyle, D. (2018). ISO 9000 Quality Systems Handbook, 7 th Editions, Routledge.							

	<ol style="list-style-type: none">5. Merrill, P. (2009). Do it Right the Second Time: Benchmarking Best Practices in the Quality Change Process, 2nd ed., ASQ Quality Press.6. Tricker, R. (2017). ISO 9001:2015 for Small Business, Routledge.7. Web Sites: www.iso.org; http://www.bsigroup.hk
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The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT 5425
Subject Title	Business Analytics
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite/ Co-requisite/ Exclusion	Nil
Role and Purposes	<p>This subject introduces the business analytical techniques by enabling students to understand business theories and frameworks. Through equipping students with a solid understanding and critical thinking mindset of business analytics, students can apply business intelligence tools to effectively address various issues faced by organizations, as well as be aware of the possible challenges and ethical issues related to business analytics.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management) / MSc in Operations Management</p> <p>#2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> 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	<p><u>Foundations of Business Analytics</u></p> <p>Introduction to business analytics</p> <p><u>Descriptive Analytics</u></p> <p>Statistical measures, estimation, statistical inference, hypothesis testing.</p> <p><u>Predictive Analytics</u></p> <p>Introduction to predictive modeling. Regression analysis, logistics analysis, introduction to data mining, text analytics.</p> <p><u>Prescriptive Analytics</u></p> <p>Decision analysis, linear and integer programming, simulation and the applications.</p>																																																						
Teaching/Learning Methodology	There will be a mix of lectures, discussions, case studies, and laboratories. Recent research articles in the area of business analytics will be reviewed during lectures. Mini-group discussion and projects will be carried out on some business cases in depth and reports are produced at the end of the term. Hands-on experiences of using business analytics tools will also be provided to the students.																																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="5">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a</th><th>b</th><th>c</th><th>d</th><th>e</th></tr><tr><td>Continuous Assessment*</td><td>100%</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1. Attendance and class participation</td><td>10%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>2. Individual assignment</td><td>20%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>3. Group project</td><td>40%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>4. Comprehensive Quiz</td><td>30%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Total</td><td>100 %</td><td colspan="5"></td></tr></table>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					a	b	c	d	e	Continuous Assessment*	100%						1. Attendance and class participation	10%	✓	✓	✓	✓	✓	2. Individual assignment	20%	✓	✓	✓	✓	✓	3. Group project	40%	✓	✓	✓	✓	✓	4. Comprehensive Quiz	30%	✓	✓	✓	✓	✓	Total	100 %					
Specific assessment methods/tasks	% weighting			Intended subject learning outcomes to be assessed (Please tick as appropriate)																																																			
		a	b	c	d	e																																																	
Continuous Assessment*	100%																																																						
1. Attendance and class participation	10%	✓	✓	✓	✓	✓																																																	
2. Individual assignment	20%	✓	✓	✓	✓	✓																																																	
3. Group project	40%	✓	✓	✓	✓	✓																																																	
4. Comprehensive Quiz	30%	✓	✓	✓	✓	✓																																																	
Total	100 %																																																						

	<p>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</p> <p>.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject to have a balanced learning experience. Individual assignment and group project will require students to apply business analytics (Outcomes 1) to handle operational problems which arise in actual organizations, which involves 4 of the outcomes.</p>	
Student Study Effort Expected	Class contact:	
	▪ Lectures / tutorials	39 Hrs.
	Other student study effort:	
	▪ Preparing for lectures	39 Hrs
	▪ Preparation for individual assignment / group project / comprehensive quiz	60 Hrs
	Total student study effort	138 Hrs
Reading List and References	<p>Camm, J.D., Cochran, J.J., Fry, M.J., Ohlmann, J.W., Anderson, D.R., Sweendy, D.J. and Williams, T.A. (2019). <i>Business Analytics</i> (3rd ed.). Cengage Learning.</p> <p>Evans, J. (2021). <i>Business Analytics: Methods, Models, and Decisions</i> (3rd ed.). Boston: Pearson.</p> <p>Albright, S.C. and W.L. Winston (2017). <i>Business Analytics: Data Analysis & Decision Making</i> (6th Ed.). Cengage Learning.</p> <p>Linoff, G.S. and Berry, M.J.A. (2011). <i>Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management</i> (3rd ed.). Indianapolis, Ind: Wiley Pub.</p> <p>Provost, F. and Fawcett, T. (2013). <i>Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking</i> (1st ed.). Sebastopol, Calif: O'Reilly.</p> <p>Ragsdale, C. (2018). <i>Spreadsheet Modeling & Decision Analysis: A Practical Introduction to Business Analytics</i> (8th ed.). Stamford, CT: Cengage Learning.</p> <p>Shmueli, G., Patel, N.R. and Bruce, P.C. (2010). <i>Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner</i> (2nd ed.). Hoboken, N.J: Wiley.</p>	

	<p><u>Journals</u> (Selected papers are recommended for students' readings where appropriate)</p> <p>MIS Quarterly MIS Quarterly Executive Management Science Production and Operations Management Information Systems Research</p>
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The Hong Kong Polytechnic University

Subject Description Form

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

Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none">▪ Key issues in managing innovation: concept of innovation, innovation and competitive advantage, source of innovation, framework of an innovative strategy, organizational issues of innovation, innovation in a competitive environment, effective implementation of innovation, social and ethical issues regarding innovation.▪ Innovation under uncertainty: Innovative project measurement and selection, portfolio management, resource allocation, innovation execution under uncertainty, the theory of disruptive innovation, risk management.▪ Product and technology innovation, e.g., 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	<p>Lectures: introduce concepts, theories, management issues, and latest applications of business innovation.</p> <p>Case study and group discussion: make connections of the contents from the lectures with real business practices so as to deepen the understanding of concepts, theories, and issues of innovation.</p> <p>Online simulation games: enhance the students’ understanding and give them hands-on experience on managing (disruptive) innovation activities.</p> <p>Group project: provide students valuable opportunity to explore, recognize, and analyze key innovative practices of their interests.</p>																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a</th><th>b</th><th>c</th><th>d</th><th></th><th></th></tr><tr><td>1. Coursework</td><td>60 %</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td></tr><tr><td>2. Examination</td><td>40 %</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td></tr><tr><td>Total</td><td>100 %</td><td colspan="6"></td></tr></table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <ol style="list-style-type: none">1. Coursework may consist of case study, course final project and presentation, which can assess students’ understanding in the subject and evaluate their ability to analyze problems in real business environment.	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d			1. Coursework	60 %	✓	✓	✓	✓			2. Examination	40 %	✓	✓	✓	✓			Total	100 %						
Specific assessment methods/tasks	% weighting			Intended subject learning outcomes to be assessed (Please tick as appropriate)																																			
		a	b	c	d																																		
1. Coursework	60 %	✓	✓	✓	✓																																		
2. Examination	40 %	✓	✓	✓	✓																																		
Total	100 %																																						

	<p>2. Examination assesses student's in-depth understanding on the theoretical principles of the subject and the ability to apply conceptual framework in real business case analysis.</p>	
Student Study Effort Expected	Class contact:	
	▪ Lectures / Tutorials	39 Hrs.
	Other student study effort:	
	▪ Group discussions	12 Hrs.
	▪ Projects	42 Hrs.
	▪ Reading and homework	33 Hrs.
	Total student study effort	126 Hrs.
Reading List and References	<p>Instructor's lecture notes, handouts, and reading materials</p> <p>Karl Ulrich, Christian Terwiesch, Innovation Tournaments: Creating and Selecting Exceptional Opportunities, Harvard Business Review Press, 2009</p> <p>Joe Tidd, John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change (5th edition), Wiley, 2015</p> <p>Henk Zijm, Matthias Klumpp, Uwe Clausen, Michael ten Hompel, Logistics and Supply Chain Innovation: Bridging the Gap between Theory and Practice, Springer International Publishing, 2016</p> <p>Karan Girotra, Serguei Netessine, The Risk-Driven Business Model: Four Questions That Will Define Your Company, Harvard Business Review Press, 2014</p> <p>Journals Management Science Manufacturing and Operations Management Production and Operations Management Journal of Operations Management</p>	

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5205
Subject Title	OM Dissertation
Credit Value	9
Level	5
Normal Duration	2-semester
Exclusion	LGT5111 Practice of Operations Management
Role and Purposes	<p>To enable participants:</p> <ul style="list-style-type: none"> ▪ To make integrative linkages among various subjects as well as between learning and their work experience; ▪ To examine critically and in-depth a topic of interest arising from their chosen area of study; ▪ To deepen their self- and social-awareness by sensitising them to their dual role as researcher and manager; ▪ To pursue a research-based topic of local interest and importance in the field of business or management; ▪ To demonstrate an understanding of relevant literature in the topic area selected; ▪ To analyse basic research data in a systematic way and to a professional standard; and ▪ To demonstrate an ability to set the topic in its wider context, to sustain argument, and to present conclusions related to policy and practice implications in business and management in Hong Kong.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. Able to carry out an independent academic research project at a Master's level b. Able to apply basic research methods to solve an OM problem c. An appreciation of academic studies in area of operations management
Subject Synopsis/ Indicative Syllabus	<p>In preparing their dissertations, students have an opportunity to draw upon particular themes of the programme, showing the extent to which they have been able to integrate what for them have been some of the dominant themes and interest areas. Students are expected to identify an area of study, explore this area in depth, collect and analyse data.</p> <p>Process There are four elements in the completion of the dissertation:</p> <p><u>Research Proposal</u> In consultation with the dissertation supervisor, the student works out a proposed research plan, which must show evidence of sound background research and state in specific terms:</p> <ul style="list-style-type: none"> ▪ Aims and objectives; ▪ Review of literature and definition of the theoretical concepts to be used;

	<ul style="list-style-type: none"> ▪ The basis for the research problem with reference to other such research; ▪ Methodology of the study, i.e. the ways in which data are to be collected, analysed and reported; ▪ A research schedule. <p>The research plan is not a static model that needs to be followed rigidly.</p> <p><u>Progress</u></p> <p>After the initial research proposal, students are encouraged to seek advice from thesis supervisors on a regular basis and whenever necessary. The supervisor monitors and evaluates the student's performance, for example through verbal presentation and discussion of assigned readings; submitted draft chapters; annotated bibliographies; comprehension of the task in hand, planning, initiative, and thoroughness of investigation.</p> <p><u>The Research Report</u></p> <p>This is the written dissertation. In assessing the research report, the examiners will have regard to:</p> <ul style="list-style-type: none"> ▪ The extent to which the student has been able to meet the broad criteria laid down in the objectives of the dissertation subject; ▪ The degree of originality; ▪ The significance of the findings; ▪ The way in which the student has drawn upon and integrated theories and techniques; ▪ The overall quality of the written presentation. <p><u>Oral Examination</u></p> <p>Examiners will hold viva voce examinations. One purpose of the oral examination is to satisfy the panel of examiners that the work is the student's own. During these oral presentations, students will be required to answer queries relating to the dissertation and identify applications and future directions.</p> <p>The mark for the oral examination will take into consideration:</p> <ul style="list-style-type: none"> ▪ The student's grasp of the problem, ▪ The ability to answer queries, and ▪ The student's presentation and communication skills.
<p>Teaching/Learning Methodology</p>	<p>The teaching methods will be based on an MSc level of research studies under the supervision of an academic staff member. The student develops a research topic jointly with the supervisor and carries out an individual research study under the guidance of the supervisor. Performance is monitored continuously.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b	c			
	Assessment of Research Proposal	10%			✓			
	Assessment of Thesis	90%	✓	✓	✓			
	Total	100 %						
	Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: A significant portion of self-studies is required. Students are encouraged to take an initiation in carrying out the study, while the supervisor provides guidance.							
Student Study Effort Expected	Class contact:							
	▪ Meeting and Discussion with Supervisor					28 Hrs.		
	▪ Research Studies					362 Hrs.		
	Other student study effort:							
	▪					Hrs.		
	▪					Hrs.		
	Total student study effort					378 Hrs.		
Reading List and References	Several references for research methodology are listed below:							
	Sekaran, U Research Methods for Business: A Skill-Building Approach, 3 rd edition, New York: Wiley, chapter 13 ‘The research report’, 2000.							
	In addition, students may find it useful to refer to one of the standard style guides, for example:							
	Publication Manual of the American Psychological Association, 4 th edition, Washington: American Psychological Association.							
	Supervisors will provide guidance on reading in the substantive field of research.							

MSc in Operations Management

Subject Code	MM501
Subject Title	Research Methods
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Research and Consultancy Techniques for CRE (BRE501) and Business Research Methods (MM5011) and Marketing Research (MM586)
Role and Purposes	<p>This subject provides students with an opportunity to learn about the use of scientific research as a problem solving tool, and enables them to equip with the adequate knowledge and practical skills that are often required to conduct independent research in business and management fields. Specifically, this subject enables students:</p> <ol style="list-style-type: none"> 1. To understand the processes of research in the management and operation of the public and private sectors, and the various approaches that are used in that research; 2. To critically review published material and other research and consultancy reports; 3. To equip with the necessary skills required to undertake a substantial supervised research project at a Master's degree level; 4. To experience the process of preparing a properly constructed proposal for a research project.
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> a. appreciate different research paradigms; b. formulate theoretically grounded research questions; c. exhibit skills essential to the planning and conduct of rigorous research; d. demonstrate familiarity with the concepts of validity and reliability in research; e. design appropriate sampling strategies, as well as collect, analyze and interpret data in diverse research settings; f. demonstrate a systematic understanding of the range of advanced research techniques, be able to critically evaluate these techniques and apply them appropriately; g. appraise the ethical implications of implementing research programmes; h. identify the range of channels for disseminating research and demonstrate the ability to communicate research findings effectively, both orally and in written form, to the business research and practitioner communities.

Subject Synopsis/ Indicative Syllabus	<p><u>Introduction to Research</u> Overview of management research: basic, applied and action research. Exploratory, descriptive and causal research. Evaluations studies.</p> <p>Basic research paradigms: positivism and the scientific method; phenomenology and qualitative methodologies.</p> <p><u>The Research Process</u> The research process. The research proposal.</p> <p><u>Research Problems and Literature Review</u> Identifying and defining a research topic: the literature review.</p> <p><u>Theoretical Framework and Hypothesis Development</u> The nature of theory: concepts, variables, the theoretical framework, hypotheses; deduction and induction; the nature of causality in the social sciences; dependent and independent variables.</p> <p><u>Measurement</u> Measurement: types of scales; concepts and their dimensions; variables; Likert and other scales; validity and reliability; use of existing scales.</p> <p><u>Data Collection Methods and Sampling</u> Questionnaire design; ways of administering questionnaires; survey and sampling methods; causes of bias in surveys; causal and correlational studies; experimental designs; internal and external validity; quasi experiments.</p> <p>Exploratory research: reasons for and methods.</p> <p>Qualitative research: ethnography; grounded theory; problems of data collection and analysis; analytical versus statistical generalizability.</p> <p>Case study research: the study questions, propositions, units of analysis, criteria for interpreting the findings; qualitative and quantitative aspects; evaluation as an example of case studies.</p> <p><u>Data Analysis and Interpretation</u> Data analysis and interpretation; basic concepts involved in statistical analysis; outline of the use of some multivariate statistics.</p> <p><u>The Research Report</u> Purposes; audience; characteristics of a well-written report; integral parts of the report.</p> <p><u>Research Ethics</u> The politics of management research; stakeholders; access to information. The ethics of management research; the PolyU's requirements. Plagiarism in academic writing and how to avoid it.</p>
Teaching/Learning Methodology	<p>Lectures cover the core principles and concepts of the subject syllabus. Seminars are structured to enhance students' understanding of relevant concepts through various kinds of activities, including presentation and discussion. Occasionally various staff members will visit the class to discuss on-going research projects with which they are involved.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)							
			a.	b.	c.	d.	e.	f.	g.	h.
	Continuous Assessment*	100%								
	1. Individual assignment	20%		✓						
	2. Group reports	50%		✓	✓	✓	✓	✓	✓	✓
	3. Presentation	10%								✓
	4. Peer assessment	10%								✓
	5. Class participation	10%						✓		
	Total	100 %								
	<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject –</p> <p>Individual assignment – Students are required to submit an individual work by addressing the core principles and concepts of the subject syllabus.</p> <p>Group reports and presentation – Students are required to prepare two interim reports, a final report, and present their work by applying their subject knowledge and demonstrating their research skills.</p> <p>Class participation – Feedback is given to students immediately following the presentations. All students are invited to join this discussion to demonstrate their understandings of the core principles and concepts of the subject syllabus.</p>									
Student Study Effort Expected	Class contact:									
	▪ Lectures				39 Hrs.					
	Other student study effort:									
	▪ Preparation for lectures				39 Hrs.					
	▪ Preparation for assignment / group project and presentation				39 Hrs.					
	Total student study effort				117 Hrs.					
Reading List and References	<p><u>Recommended Textbooks</u></p> <p>Corbin, J. and Strauss, A. (2015). <i>Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory</i> (4th edition). Thousand Oaks, CA: SAGE.</p> <p>Sekaran, U. and Bougie, R. (2016). <i>Research Methods for Business – A Skill Building Approach</i> (7th edition). NY: John Wiley & Sons.</p>									

Suggested Readings

Bowerman, B. L., O'Connell, R. T. and Murphree, E. S. (2014). *Business Statistics in Practice* (7th edition). NY: McGraw-Hill.

Cooper, D. R. and Schindler, P. S. (2014). *Business Research Methods* (12th edition). NY: McGraw-Hill.

Dillman, D. A., Smyth, J. D. and Christian, L. M. (2014). *Internet, Phone, Mail, and Mixed-Mode Surveys: The Tailored Design Method* (4th edition). Hoboken, NJ: John Wiley & Sons.

Ghauri, P. and Gronhaug, K. (2010). *Research Methods in Business Studies* (4th edition). London: Financial Times Prentice Hall.

Hair, J. F., Black, W. C., Babin, B. J. and Anderson, R. E. (2010). *Multivariate Data Analysis* (7th edition). Upper Saddle River, NJ: Prentice Hall.

Miles, M. B., Huberman, A. M. and Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd edition). Thousand Oaks, CA: Sage.

Yin, R. K. (2014). *Case Study Research: Design and Methods* (5th edition). Thousand Oaks, CA: Sage.

MSc in Operations Management

Subject Code	MM531
Subject Title	Strategic Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	<p>Pre-requisite: Managing Organizations and People (MM511) or Organization and Management (MM5112)</p> <p>For BM All MSc BM compulsory subjects in Semester One.</p> <p>-----</p> <p>Exclusion: Strategic Quality Management (ITC522)</p>
Role and Purposes	<p>The main objective of the course is to provide students with a sound knowledge about the strategy making process from the perspective of how organizations strategize to achieve sustain competitive advantage through value (co)creation. Through the application of the strategic tools and techniques to facilitate the strategic decision making process, students will have a command on how to perform a strategic audit of an organization in relations to its contextual environment and be able to make sound and creative recommendations for success.</p> <p>This subject contributes to the following Intended Learning Outcomes for the following programme(s):</p> <p>MSc in Management (Operations Management)</p> <p>#2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> appraise the different perspectives from which strategy may be analyzed and understand how each contributes to a fuller understanding of the essence of strategic thinking; apply and evaluate different management theories / methods / tools used to analyze a firm's strategy making for dealing with strategic organizational challenges; demonstrate strategic thinking through an analysis of the environment (e.g. competition and customers, political and economic), set strategic direction, and lead change; discuss and explain how strategy research can help managers make better (ethical) decisions.
Subject Synopsis/ Indicative Syllabus	<p><u>Understanding Strategic Management</u></p> <ul style="list-style-type: none"> •The strategic management process •Formulating the mission, vision, value, and purpose to meet the needs of stakeholders •Corporate governance and challenges facing Boards of Directors <p><u>Environmental Analysis and Diagnosis</u></p> <ul style="list-style-type: none"> •Environmental scanning and influencing environmental factors •Techniques for environmental analysis •Industry and competitive analysis; competitive and co-operative dimensions <p><u>Internal Scanning and Analysis</u></p> <ul style="list-style-type: none"> •Approaches to internal scanning and analysis of the competitive value of resources •Scanning the internal environment with functional analysis - using the value chain •Making sense of assets, capabilities and competencies

	<p><u>Strategy Formulation</u></p> <ul style="list-style-type: none">•Corporate strategy analysis - means and forms of diversification•Business strategy analysis: Porter's generic competitive strategies for competitive advantage•Strategic choice <p><u>Strategy Implementation</u></p> <ul style="list-style-type: none">•The implementation process - complexity and interconnectedness•Strategic leadership - to manage change and learning; encouraging self leadership•Analyzing organizational culture - impact on experimentation and discovery <p><u>Strategic Evaluation and Control</u></p> <ul style="list-style-type: none">•Evaluation and control in strategic management - impact of action on outcomes•Measuring organizational performance, compare organizational performance to goals																																														
Teaching/Learning Methodology	<p>As this is a Masters Level program, the course is designed in a <i>highly interactive seminar style</i> requiring students to take an active part in class discussions and experiential exercises. Facilitation of knowledge and experiences between the teacher and classmates will form an important ingredient in the success of the learning engagement. Key concepts, theories and research findings about the strategy-making process are presented from multiple angles and students are encouraged to make connections between them as a way to build knowledge and stimulate strategic thinking.</p>																																														
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="4">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a.</th><th>b.</th><th>c.</th><th>d.</th></tr><tr><td>Continuous Assessment*</td><td>50%</td><td></td><td></td><td></td><td></td></tr><tr><td>1. Individual Write-up</td><td>20%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>2. Individual Class Participation</td><td>10%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>3. Group Report</td><td>20%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Examination</td><td>50%</td><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Total</td><td>100%</td><td colspan="4"></td></tr></table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				a.	b.	c.	d.	Continuous Assessment*	50%					1. Individual Write-up	20%	✓	✓	✓	✓	2. Individual Class Participation	10%	✓	✓	✓	✓	3. Group Report	20%	✓	✓	✓	✓	Examination	50%	✓	✓	✓	✓	Total	100%				
Specific assessment methods/tasks	% weighting			Intended subject learning outcomes to be assessed (Please tick as appropriate)																																											
		a.	b.	c.	d.																																										
Continuous Assessment*	50%																																														
1. Individual Write-up	20%	✓	✓	✓	✓																																										
2. Individual Class Participation	10%	✓	✓	✓	✓																																										
3. Group Report	20%	✓	✓	✓	✓																																										
Examination	50%	✓	✓	✓	✓																																										
Total	100%																																														

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	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 – <ul style="list-style-type: none"> • Consider and analyse the issues and concepts which are presented in the lectures/seminars; • Read and discuss relevant chapters of the recommended text book and other supporting learning material including research journal articles, cases, newspapers, industry reports and our online course web site (inter alia); • Appreciate that there are alternative approaches, perspectives and theories to deal with the strategic issues; • Develop a “complicated understanding” by opening their thinking in ways that differentiate as well as integrate multiple and competing alternatives and explanations to any given phenomena of interest. 	
Student Study Effort Expected	Class contact:	
	▪ Lectures and seminars	39 Hrs.
	Other student study effort:	
	▪ Preparation for discussions	39 Hrs.
	▪ Preparation for assignment / group project and presentation / examination	39 Hrs.
	Total student study effort	117 Hrs.

<p>Reading List and References</p>	<p><u>Selected Suggested Reading</u></p> <p>Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regner, P. 2017. <i>Exploring strategy</i>. 11th Edition. Pearson. (without cases)</p> <p>Bartunek, J. M., Gordon, J. R., & Weathersby, R. P. (1983). Developing “complicated” understanding in administrators. <i>Academy of Management Review</i>, 8(2), 273–284.</p> <p>Christensen, C. M., & Raynor, M. E. (2003). Why hard-nosed executives should care about management theory. <i>Harvard Business Review</i>, 81(9): 66-74.</p> <p>D’aveni, R., Dagnino, G. B., & Smith, K. G. (2010). The age of temporary advantage. <i>Strategic Management Journal</i>, 31, 1371-1385.</p> <p><i>Harvard Business Review</i> (2011). Special Issue: What great companies do differently. November.</p> <p>Kim, W. C., & Mauborgne, R. (2005). <i>Blue ocean strategy: How to create uncontested market space and make the competition irrelevant</i>. Boston: Harvard Business School Press.</p> <p>Mintzberg, H., Ahlstrand, B., & Lampel, J. (1989). <i>Strategy safari: The complete guide through the wilds of strategic management</i>. London: Prentice Hall.</p> <p>Porter, M. E. (1996). What is strategy? <i>Harvard Business Review</i>, 74(6): 61-78.</p> <p>Rumelt, R. P. (2011). <i>Good strategy / bad strategy: The difference and why it matters</i>. New York: Crown Business.</p> <p>Smith, W. K., Erez, M., Jarvenpaa, S., Lewis, M. W., & Tracey, P. (2017). Adding complexity to theories of paradox, tensions, and dualities of innovation and change: Introduction to Organizational Studies Special Issue on paradox, tensions, and dualities of innovation and change. <i>Organization Studies</i>, 38(3-4), 303-317.</p> <p>Wright, R. P. & Brown, K. G. (eds.) (2014). <i>Educating tomorrow’s thought-leaders: Distinguished scholars answer a burning question</i>. Chicago, IL: Strategic Management Society. Accessed 30th January, 2016 http://strategicmanagement.net/ig/teaching_community.php</p> <p>Wright, R. P., Paroutis, S. E., & Blettner, D. P. (2013). How useful are the strategy tools we teach in business schools? <i>Journal of Management Studies</i>, 50(1): 92-125.</p> <p><u>Journals</u></p> <p>Academy of Management Review</p> <p>California Management Review</p> <p>Harvard Business Review</p> <p>Journal of Management</p> <p>Journal of Management Studies</p> <p>Strategic Management Journal</p>
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Subject Code	MM544
Subject Title	E-Commerce
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	None
Role and Purposes	<p>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.</p> <p>This subject contributes to the following Intended Learning Outcomes for the MSc programme(s):</p> <p>MSc in Global Supply Chain Management #4 Make good use of information technology in supply chain management MSc in Management (Operations Management) #2: Develop the specific operations management knowledge</p>
Subject Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> comprehend the underlying economic mechanisms and driving forces of E-Commerce; understand the critical building blocks of E-Commerce and different types of prevailing business models employed by leading industrial leaders; 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; formulate E-Commerce strategies that lever firms' core competencies, facilitate organizational transformation, and foster innovation; undertake planning, organizing, and implementing of E-Commerce initiatives to effectively respond to of dynamic market environments.
Subject Synopsis/ Indicative Syllabus[#]	<ul style="list-style-type: none"> • Introduction of e-Commerce • E-commerce Framework • B2C, B2B, C2C, • E-commerce Supply Chain Management • Payment System, Internet Banking and Supporting Systems • Mobile Commerce • Social Media and e-Commerce • Shared Economy • Legal, ethical and societal issues of e-Commerce <p>[#]The above syllabus may be modified and updated by each subject lecturer without prior notice.</p>

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Teaching/Learning Methodology	The course will use a variety of methods as its pedagogy to help students achieve the above learning outcomes. Each class will roughly take the following format: 1. General announcement and an opportunity for students to ask question to address any unfinished thoughts from the previous class; 2. Overview of the current class agenda and its relationships to past discussion; 3. Extended period of students- or instructor-lead discussion of the key issues in the assigned case or readings. Collaborative learning strategies (learning via discussion in a small group) may be employed during part of this time.						
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a.	b.	c.	d.	e.
	Continuous Assessment*	50%					
	1. Attendance and class participation	15%	✓	✓	✓	✓	✓
	2. Individual assignment	15%	✓	✓	✓	✓	✓
	3. Group assignment	20%	✓	✓	✓	✓	✓
	Examination	50%	✓	✓	✓	✓	✓
	Total	100 %					
	*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.						
	To pass this subject, students are required to obtain Grade D or above in 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.							
Feedback is given to students immediately following the presentations and all students are invited to join this discussion.							
Student Study Effort Expected	Class contact:						
	▪ Lectures		39 Hrs.				
	Other student study effort:						
	▪ Preparation for lectures		39 Hrs.				
	▪ Preparation for assignment / group project and presentation / examination		57 Hrs.				
	Total student study effort		135 Hrs.				
Reading List and References	Textbook Gary P. Schneider, 2017. Electronic Commerce, 12 th Edition, Cengage Learning US						

References

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*

Bharat Bhasker. (2013) *Electronic Commerce: Framework, Technologies and Applications*, McGraw Hill

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	MM576
Subject Title	Marketing Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	None
Role and Purposes	This subject provides an introduction to the theory and practice of Marketing at a post-graduate level. The idea is to give students who may have little previous exposure to Marketing a basic working knowledge of the typical marketing environment and marketing mix: product, price, promotion and distribution. The subject is also designed to introduce students to a wide range of current topics, such as customer relationship management (CRM), brand equity management, service marketing, internet marketing, and database marketing, etc. A broad range of marketing topics is conducted with an emphasis on the concepts, which a marketing manager needs to understand in order to make effective decisions.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> a. design marketing activities in an organization, and assess their impact on marketing performance in a global setting; b. develop strategies to achieve marketing objectives; c. apply market segmentation, targeting and positioning with optimal marketing mix; d. communicate marketing strategies effectively; e. evaluate the ethical issues that relate to marketing.
Subject Synopsis/ Indicative Syllabus	<p><u>The Scope of Marketing</u> Exchange and transactions, company orientations towards the marketplace and the fundamental marketing concepts, trends and task. Marketing ethics and social responsibilities.</p> <p><u>Developing Marketing Strategies and Plans</u> A Holistic Marketing Orientation and Customer Value. The role of marketing in strategic planning.</p> <p><u>Gathering Information and Scanning the Environment</u> Analyzing the marketing environment. The Marketing Information System.</p> <p><u>Creating Customer Value</u> Building customer value, satisfaction and loyalty and cultivating customer relationship.</p> <p><u>Analyzing Consumer and Business Markets</u> Segmentation, market targeting and positioning. Building a strong branding strategy.</p> <p><u>Developing the Marketing Mix</u> Setting the product, price, place and promotion strategies.</p>
Teaching/Learning Methodology	The format for the course will be class lectures, followed by case discussion and/or group presentation sessions. Besides the textbook specified in this course outline, selected journal articles will be provided to students that cover a wide range of marketing topics. The intention is to allow students to absorb viewpoints from various scholars and learn to appreciate academic research studies. Students are expected to review the

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	articles beforehand and share their views during class discussions. Active participation is fully encouraged.						
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a.	b.	c.	d.	e.
	Continuous Assessment*	50%					
	1. Class participation and contribution	10%	✓	✓	✓	✓	✓
	2. Individual assignment	15%	✓	✓	✓	✓	✓
	3. Group project/case presentation	25%	✓	✓	✓	✓	✓
	Examination	50%	✓	✓	✓	✓	✓
	Total	100 %					
	<i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i>						
	To pass this subject, students are required to obtain Grade D or above in the overall subject grade.						
To help students understand both the principles and practices of marketing, the students will be required to <u>analyze and write reports based on group projects and/or case studies</u> . The presentations, the reports and other written assignments will improve their <u>critical and creative thinking</u> and <u>effective communication</u> . The examination will also require students to demonstrate a <u>global outlook</u> and identify the <u>ethical issues</u> which arise in respect of marketing activities.							
Student Study Effort Expected	Class contact:						
	▪ Lectures		39 Hrs.				
	Other student study effort:						
	▪ Preparation for lectures		42 Hrs.				
	▪ Preparation for assignment / group project and presentation / examination		54 Hrs.				
	Total student study effort		135 Hrs.				
Reading List and References	<u>Main References</u> Kotler, P., Keller, K. L., Ang, S. H., Leong, S. M. and Tan, C. T., <i>Marketing Management: An Asian Perspective</i> , Pearson, the latest edition.						
	Kotler, P., Armstrong, G., Ang, S. H., Tan, C. T., Yau, O. H-M., and Leong, S. M., <i>Principles of Marketing: An Asian Perspective</i> , Pearson, the latest edition.						

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Other References

Ries, Al and Trout, Jack (1986). *Positioning*, McGraw-Hill, Inc.

Various marketing journal articles, magazine and newspaper clippings, and web information will be referenced.

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Subject Code	MM5112
Subject Title	Organization and Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Exclusion: Managing Organizations and People (MM511 or MM5117 or MM5119)
Role and Purposes	This course aims to introduce students to concepts and practices of the four basic management functions of planning, organizing, leading and controlling. It aims to facilitate students to acquire a good grounding for further studies in more specialized management subjects, and to apply theories to practice in becoming more effective managers.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> a. practice the four basic management functions of planning, organizing, leading and controlling, and managerial ethics; b. apply theories to diagnose and solve organisational issues; c. synthesize new ideas from various sources, such as professional and academic books and journals.
Subject Synopsis/ Indicative Syllabus	<p>Managing Organizations and People: An Overview Definitions of management, organization and organizational behaviour. History of management. The organization environment. International management. Contemporary management issues.</p> <p>Decision Making Models of management decision making. Managerial ethics and social responsibility.</p> <p>Management Functions The planning process and strategic planning. The organizing process and organizational structures. The leading process and people management. The controlling process and controlling techniques.</p> <p>People Management Skills Group and team dynamics. Leadership models. Communication models. Conflict resolution models. The management of corporate values and culture. Management of change and organizational development.</p>
Teaching/Learning Methodology	Lectures are used to impart management and organizational concepts which are explored in greater detail via case studies. Students will learn management skills through participative experiential class exercises. Synthesis and application of knowledge are assessed by means of presentation, essays and examination.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
			a.	b.	c.	
	Continuous Assessment*	50%				
	1. Individual paper	25%	✓		✓	
	2. Group presentation / project	25%	✓	✓		
	Examination	50%	✓	✓	✓	
	Total	100 %				
<i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i>						
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 – 1. engage in a case-study group project to apply theories to practice; 2. write an individual paper that explores a certain topic/area of management in greater depth; and 3. take a closed-book exam to demonstrate conceptual and analytical skills by presenting arguments for and/or against certain topics based on theories, and if and when appropriate, taking circumstantial practicalities into consideration. Feedback is given to students immediately following the presentations and all students are invited to join this discussion.						
Student Study Effort Expected	Class contact:					
	▪ Lectures		39 Hrs.			
	Other student study effort:					
	▪ Preparation for lectures		39 Hrs.			
	▪ Preparation for assignment / group project and presentation / examination		39 Hrs.			
	Total student study effort		117 Hrs.			
Reading List and References	Recommended Textbooks					
	Bartol, Kathryn, Tein, Margaret, Matthews, Graham and Sharma, Hishnu (2011). <i>Management: A Pacific rim focus</i> (6 th ed.). North Ryde, NSW: McGraw-Hill Australia.					
	Bateman, Thomas S., Snell, Scott and Konopaske, Robert (2019). <i>Management: Leading & collaborating in a competitive world</i> (13 th ed.). New York: McGraw-Hill Education.					
	Griffin, Ricky W. (2017). <i>Management</i> (12 th ed.). Boston, MA: Cengage Learning.					

Daft, Richard L. (2018). *Management* (13th ed.). Singapore: Cengage Learning.

Robbins, Stephen P. and Coulter, Mary (2018). *Management* (14th ed.). NY: Pearson.

Williams, Chuck (2016). *Effective management* (7th ed.). Boston: Cengage Learning.

References

Dawson, Sandra (1996). *Analysing organizations* (3rd ed.). Basingstoke: Macmillan.

Deresky, Helen (2017). *International management: Managing across borders and cultures, text and cases* (9th ed.). Boston: Pearson.

Francesco, A. M. & Gold, B. A. (2005). *International Organizational Behavior* (7th ed.), Pearson: Upper Saddle River, NJ.

George, Claude S., Jr. (1972). *The history of management thought* (2nd ed.). Englewood Cliffs, New Jersey: Prentice Hall.

Gulati, Ranjay, Mayo, Anthony J. and Nohria, Nitin (2017). *Management: An integrated approach* (2nd ed.). Boston: Cengage Learning.

Hellriegel, Don, Jackson, Susan E. and Slocum, John W., Jr. (2008). *Management: A competency-based approach* (11th ed.). Mason, Ohio: South-Western.

Hitt, Michael A., Black, J. Stewart and Porter, Lyman W. (2012). *Management* (3rd ed.). Upper Saddle River, NJ: Pearson.

Hofstede, Geert (2010). *Cultures and organizations: Software of the mind – Intercultural cooperation and its importance for survival* (3rd ed.). New York: McGraw-Hill.

Kennedy, Carol (2007). *Guide to the management gurus: Shortcuts to the ideas of leading management thinkers* (5th ed.). London: Random House Business.

Luthans, Fred (2005). *Organizational behaviour* (10th ed.). Boston, MA: McGraw-Hill Irwin.

Mintzberg, Henry (1993). *Structure in fives: Designing effective organizations*. Englewood Cliffs, NJ: Prentice-Hall.

Mullins, Laurie (2016). *Management and organizational behaviour* (11th ed.). Harlow: Pearson.

Pugh, Derek S. and Hickson, David J. (2007). *Writers on organizations* (6th ed.). Thousand Oaks, CA: Sage.

Robbins, Stephen P. and Judge, Timothy A. (2019). *Organizational behaviour* (18th ed.). New York: Pearson.

Journals

Academy of Management Executive

Academy of Management Journal

Academy of Management Review

Administrative Science Quarterly

Harvard Business Review

Human Relations

Journal of Applied Psychology

Journal of General Management

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	<p>Journal of International Business Studies Journal of Management Journal of Management Studies Journal of Organizational Behaviour Management Review Organization Science Organization Dynamics Organization Studies Personnel Psychology</p>
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The information in this document is correct at the time of production (August 2020), and is subject to review and change.