

# **REGULATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)**

*These regulations apply to candidates admitted to the Master of Business Administration in the academic year 2016-17 and thereafter.*

*(See also General Regulations and Regulations for Taught Postgraduate Curricula)*

Any publication based on work approved for a higher degree should contain a reference to the effect that the work was submitted to the University of Hong Kong for the award of the degree.

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## **Admission requirements**

**MBA1** To be eligible for admission to the courses leading to the degree of Master of Business Administration, candidates shall

- (a) comply with the General Regulations;
- (b) comply with the Regulations for Taught Postgraduate Curricula;
- (c) hold a bachelor's degree of this University or another qualification of equivalent standard from this University or from another University or comparable institution accepted for this purpose; and
- (d) have attained a satisfactory level of performance in the Graduate Management Admissions Test (GMAT);
- (e) provide evidence of post-graduate full-time work experience of at least two years duration for entry to the full-time and part-time streams; or possess at least five years of experience at managerial level on top of prior experience in reaching management ranks for entry to the part-time Executive stream;
- (f) have attained a satisfactory score on TOEFL or IELTS if their qualifications from a university or comparable institution outside Hong Kong where the language of teaching or examination is not English; and
- (g) satisfy the examiners in a qualifying examination, if required.

**MBA1A** Candidates who do not satisfy the requirements of MBA 1(c) and/or (d) above may in exceptional circumstances be admitted if they

- (a) demonstrate adequate preparation for studies at this level;
  - (b) hold a professional qualification and membership of a professional body accepted for this purpose; or have demonstrated to the Admissions Committee with more than 7 years of exceptional business experience (applicable to part-time stream and full-time (China/Hong Kong Track) candidates only); and
  - (c) satisfy the examiners in a qualifying examination, if required.
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## **Qualifying examination**

### **MBA2**

- (a) A qualifying examination may be set to test the candidates' formal academic ability or their ability to follow the courses of study prescribed. It shall consist of one or more written papers or their equivalent and may include a project report.

- (b) Candidates who are required to satisfy the examiners in a qualifying examination shall not be permitted to register in the curriculum until they have satisfied the examiners in the examination.
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### **Course exemption and advanced standing**

**MBA3** Exemption of up to four required courses may be granted (normally by examination), except the capstone project, if candidates

- (a) can produce evidence, such as transcript and course syllabus, that a course is equivalent in content to another course taken elsewhere for which a satisfactory grade has been obtained; or
- (b) are holding relevant professional qualifications.

No credits will be given for the exempted course and candidates shall be required to take an approved alternative course of the same credit value.

**MBA4** Advanced standing of up to two required courses may be granted (normally by examination), except the capstone project, if candidates

- (a) can produce evidence, such as transcript and course syllabus, that a course is equivalent in content to another course taken elsewhere before admission to the Master of Business Administration Curriculum for which a satisfactory grade has been obtained where exemption of two courses has already been granted according to MBA 3; or
- (b) are holding relevant professional qualifications where exemption of two courses has already been granted according to MBA 3; or
- (c) have completed comparable courses for which a satisfactory grade has been obtained at postgraduate level.

Advanced standing will be granted on a case-by-case basis at the discretion of the Board of Faculty. Being exempted in two courses does not imply the granting of advanced standing. No credits will be given for the advanced standing granted. Credits granted for advanced standing shall not be included in the calculation of the GPA but will be recorded on the transcript of the candidate.

**MBA5** The credits granted for exemption and advanced standing according to MBA 3 and MBA 4 shall not exceed a maximum of 50% of the total credits (i.e. 60 credits for full-time curriculum; 54 credits for part-time curriculum) and advanced standing shall not exceed 20% of the total credits. No course exemption and advanced standing will be granted for the part-time Executive stream.

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### **Award of degree**

**MBA6** To be eligible for the award of the degree of Master of Business Administration, candidates shall

- (a) comply with the General Regulations;
- (b) comply with the Regulations for Taught Postgraduate Curricula; and
- (c) complete the curriculum and satisfy the examiners in accordance with the regulations set out below.
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## **Period of Study**

**MBA7** The curriculum shall normally extend over two academic years of part-time study, or fourteen months of full-time study. Candidates shall not be permitted to extend their studies beyond the maximum period of registration of four academic years of part-time study or twenty-six months of full-time study, unless otherwise permitted or required by the Board of the Faculty. Candidates who have been granted advanced standing under Regulation MBA 4 are permitted to complete the curriculum in less than two academic years of part-time study, or not less than one academic year of full-time study. Candidates who have been granted leave of absence are also required to complete their study within the specified maximum period.

**MBA7A** The curriculum of the part-time Executive stream shall normally extend over a period of two to three academic years. In exceptional circumstances, candidates may complete all curriculum requirements within a maximum period of forty-eight months from the initial matriculation date of the curriculum.

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## **Completion of the curriculum**

**MBA8** To complete the curriculum, candidates shall

- (a) satisfy the requirements prescribed in TPG 6 of the Regulations for Taught Postgraduate Curricula;
  - (b) follow instruction on the syllabuses prescribed, participate in activities which form part of the curriculum, and complete all written and practical work as may be required; and
  - (c) satisfy the examiners in the written presentations and practical work prescribed for each course.
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## **Assessment**

**MBA9** Candidates shall satisfy the examiners in all the prescribed courses as required in the syllabuses. Examinations shall normally be held at the end of each course, unless otherwise specified. Only passed courses will earn credits.

**MBA10** Candidates who have failed a required course shall be required to sit for re-examination or retake the course. Candidates may take another elective course as substitution if the failure is an elective course.

**MBA11** Candidates who have failed a total of more than three examinations or re-examinations during the entire period of study of the curriculum shall be recommended for discontinuation under the provisions of the General Regulations G 12.

**MBA12** Candidates shall not be permitted to repeat a course for which they have received a passing grade for the purpose of upgrading.

**MBA13** There shall be no appeal against the results of examinations and all other forms of assessment.

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## **Grading systems**

**MBA14** Courses shall be graded according to letter grades, their standards and the grade points for assessment as follows:

| <i>Grade</i> |   | <i>Standard</i> | <i>Grade Point</i> |
|--------------|---|-----------------|--------------------|
| A+           | } | Excellent       | 4.3                |
| A            |   |                 | 4.0                |
| A-           |   |                 | 3.7                |
| B+           | } | Good            | 3.3                |
| B            |   |                 | 3.0                |
| B-           |   |                 | 2.7                |
| C+           | } | Satisfactory    | 2.3                |
| C            |   |                 | 2.0                |
| C-           |   |                 | 1.7                |
| D+           | } | Pass            | 1.3                |
| D            |   |                 | 1.0                |
| F            |   | Fail            | 0                  |

**MBA14A** Under the curriculum of the part-time Executive stream, all courses follow the letter grade system except one course that is graded according to the 2-tier system of “Pass” or “Fail”, and will not be included in the calculation of CGPA.

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#### **Assessment results**

**MBA15** On successful completion of the curriculum, candidates who have shown exceptional merit may be awarded a mark of distinction, and this mark shall be recorded in the candidates’ degree diploma.

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# **SYLLABUSES FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)**

*These syllabuses apply to candidates admitted to the Master of Business Administration in the academic year 2017-18 and thereafter.*

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## **CURRICULUM STRUCTURE**

### **REQUIRED COURSES**

Both full-time and part-time curricula consist of twelve required courses (including ten 6-credit courses [one of which is a capstone project] and two 3-credit courses).

### **ELECTIVE COURSES**

Both full-time and part-time candidates must read seven 6-credits elective courses, in addition to the required courses. A list of electives will be announced at the beginning of each year. Candidates may also take up to two electives from the MBA (International), the Master of Economics, the Master of Finance and the Executive Master of Business Administration curricula offered by the Faculty of Business and Economics under the advice and approval of the Programme Directors concerned.

### **ASSESSMENT**

Candidates shall normally be examined at the end of each course, unless otherwise specified. Assessment may include any combination of written assignments, project reports, written papers, class participation, written examination, or any other assignment which may be required as part of a course. In order to successfully complete a particular course, besides fulfilling the assignment and examination requirements of respective lecturers, candidates will also have to attain a minimum attendance requirement of 70% for each course.

## **DESCRIPTION FOR POSTGRADUATE COURSES OFFERED BY THE MASTER OF BUSINESS ADMINISTRATION CURRICULUM**

The courses listed below will not be necessarily offered every year. Coursework and examination ratio may vary according to course instructors as shown in the respective course outlines.

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### **REQUIRED COURSES**

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#### **PMBA6013    Accounting for Business Decisions (6 credits)**

The main objective of this course is to promote an in-depth understanding of fundamental accounting concepts and practices as well as to enhance your ability to apply such concepts in various decision-making contexts. Topics covered in this course include not only technical aspects of accounting in terms of how financial information is prepared, but also reasoning for why such information is relevant to the management of a firm. In addition, the course covers essential financial statement analysis skills and cost management issues, which go beyond typical financial accounting topics. Assessment: 50% coursework, 50% examination

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#### **PMBA6015    Business Communications (3 credits)**

This course is a half course and therefore engages in an intensive investigation of the nature and function of communications within an increasingly complex and multi-cultural context of international business. It investigates the crucial role of written and oral communication and also an investigation of cross-cultural communication, negotiation and communication in a business crisis situation. In addition, on the practical side we shall be looking at some requirements such as the writing of resumes, the writing of application letters and interviewing techniques. Assessment: 100% coursework

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#### **PMBA6065    Business Data Analysis (6 credits)**

This course is designed to provide students with a good understanding of various statistical tools, and the ability to apply them in business situations. This course provides necessary statistical background for a number of follow-up courses in the MBA curriculum. Assessment: 50% coursework, 50% examination

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#### **PMBA6063    Business Ethics (3 credits)**

This course addresses learning, communication, and ethical reasoning skills that impact professional performance. In this class we hope to show that we are all susceptible to unethical behavior, and therefore should take time to avoid situations wherein unethical behavior is incentivized. Specific attention will be paid to ethical frameworks and the opportunity for informed self-reflection in applying ethical perspectives in a business context. Assessment: 100% coursework

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### **PMBA6068 Capstone Project (6 credits)**

The Capstone Project requires students, working in groups, to conduct a detailed analysis of a company. Students must select a specific company, normally a listed company for which both financial and operations data are publicly available, at the beginning of their programme study, and identify the important challenges facing the selected company, develop an in-depth analysis, formulate strategic options, and make strategic recommendations to tackle the challenges over the course of the programme by applying the knowledge they gain in various core courses. The Capstone Project will last for the entire period of the programme, involving the submission of a preliminary report, the submission of a final written report, and an oral presentation. Assessment: 100% coursework

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### **PMBA6011 Competitive Strategy (6 credits)**

This course will focus on formulating and implementing business strategy to achieve superior performance. The purpose of the course in strategic management is to make participants familiar with the core concepts and techniques that function as foundations for formulating and implementing successful strategies. The main focus of the course is to learn how to use and apply these skills when judging complex management situations. The distinctive contribution of the strategic management course is that it integrates the different perspectives that you have already learned and allows you to apply these perspectives to complex and realistic general management situations. The ultimate goal of this course is therefore to develop your judgment as a general manager. Assessment: 100% coursework

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### **PMBA6003 Corporate Finance (6 credits)**

This course aims to provide students with the understanding of (i) financial issues encountered by corporate managers, decision makers and investor, (ii) financial models and analytical techniques to evaluate the investment and financing decisions of firms, (iii) practical issues about those corporate finance theories, and (iv) the recent development of financial management tools and strategies. Assessment: 70% coursework, 30% examination

Prerequisite: PMBA6013 Accounting for Business Decisions &  
PMBA2963 Managerial Economics

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### **PMBA6012 Global Economy (6 credits)**

This course provides a basic framework for understanding macroeconomics at both the national and international levels. It analyzes the structure and performance of the macro-economy and the implications of macroeconomic policies in the domestic and global contexts. Topics include business cycles and economic growth, fiscal and monetary policies, interest rates and exchange rates, etc. Special attention will be paid to the economies of the Chinese mainland and Hong Kong, as well as current economic issues. Assessment: 60% coursework, 40% examination

Prerequisite: PMBA2963 Managerial Economics

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### **PMBA6042 Information and Operations Management (6 credits)**

Information technology (IT) enables new patterns of commerce and affects how buyers buy and sellers sell, how firms interface with their customers and suppliers, and how activities are organized internally within the firm. The integration of technology and business processes makes it pertinent for the managers and leaders of today and tomorrow to be able to understand and

communicate the strategic potential of these tools across the entire supply chain. This course integrates the fundamental principles of information systems and operations management to cover key aspects of a firm's operating process flow and its supply chain. Assessment: 70% coursework, 30% examination

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**PMBA2963 Managerial Economics (6 credits)**

Managerial economics is a branch of economics that applies microeconomic analysis to business decisions. To effectively manage a company, the manager needs to have a good understanding of cost, pricing, market power, competition strategies and internal organization. We will gradually develop these economic concepts and show how they can be applied to managerial decisions. The analysis and principles that we learn in this course will serve as building blocks for the understanding of other business subjects such as accounting, marketing, corporate finance and human resource management. Assessment: 55% coursework, 45% examination

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**PMBA6041 Organizational Leadership (6 credits)**

This course provides students with an opportunity to critically appraise and reflect upon the subject of management from different perspectives including, leadership, organisational behaviour, organisational effectiveness, strategy development, shareholders and stakeholders theories. An emphasis is placed upon drawing a direct relevance to the functional disciplines of operating a business in the real world as well as affording students the opportunity to get grounded in these management perspectives. Assessment: 100% coursework

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**PMBA6010 Strategic Marketing Management (6 credits)**

This course is designed for MBA students with limited background in marketing. Concepts and analytical tools related to value creation and delivery and needed for making marketing decisions will be covered. Contexts for discussion and learning will be global with special reference to markets in Asia and China. The course will be delivered in a workshop mode via a blend of interactive class discussion & exercises and case analyses. Assessment: 100% coursework

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**ELECTIVE COURSES**

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**PMBA6036 Advanced Corporate Finance (6 credits)**

This course consists of three parts. Part I covers financing needs and capital structure. Part II develops tools needed for valuing investment projects and companies. Part III deals with the concepts of options and derivatives and their applications in corporate finance and risk management. The topics to be covered include: Capital Structure: Theory and Practice, Cost of Capital, Valuation: WACC versus APV, Dividend Policy, Convertible Debt, Options, Risk Management, Real Options for Valuation and Strategic Decisions. Assessment: 60% coursework, 40% examination

Prerequisite: PMBA6003 Corporate Finance

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**PMBA6033 Asian Business and Economies (6 credits)**

This is a MBA course focusing on important and timely business, economic, political, cultural and technological issues facing various Asian economies. The topics to be covered include Asian business management practices, international trade, foreign investment, high-technology industries, international agreements, political economy, international and cross-cultural negotiations, Asian culture and branding, regional and global supply chains and economic growth. Assessment: 100% coursework.

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**PMBA6072 Asian Financial Markets and Institutions (6 credits)**

This course will explore global financial markets and institutions, with a student driven focus on Asia. We will discuss primary and secondary markets and the role of intermediaries in their various forms, and the conflicts of interest inherent in that role. The course will focus in depth not only on the products that are traded on global financial markets, but also on the institutions that regulate the products and those that buy, sell or otherwise interact with those products.

This course will also encourage students to become more knowledgeable about the complexity that determines headline numbers. We will use documentation involved in a variety of financial products to explore these dynamics, gaining awareness that bargaining power, negotiating strategies, and the rights, privileges and liabilities of each party culminate in these documents. Assessment: 100% coursework

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**PMBA6020 Branding and Communications (6 credits)**

Throughout the course, the concept of branding will be thoroughly examined in a holistic manner. The literatures written by Kotler, Aaker and Levitt will be frequently referenced, balanced by an interpretation of the instructor's practical experience. Case studies from a global as well as Asian perspective will be cited in order to provide students with relevant insights to brand management in their work place. This course combines the most critical theories as well as the most current marketing topics including "branding in the digital age" and "brand management during economic turmoil", "CSR and sustainability", etc. Assessment: 100% coursework

Prerequisite: PMBA6010 Strategic Marketing Management

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**PMBA6049 Business and Economics of G-20 and Asia (6 credits)**

This course focuses on important and timely business, economic and political issues facing various G-20 economies. The topics to be covered include business management practices, international trade patterns and trade policies, foreign direct investment, exchange rates, high-technology clusters and industries, international agreements, political economy, regional and global supply chains, economic growth, etc. Assessment: 100% coursework

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**PMBA6061 Business Intelligence and Big Data (6 credits)**

With the rapid advances in information technologies, massive amount of data, often known as "big data" are being generated at an unprecedented speed. There are ample opportunities for business organizations to gain managerial and strategic insights by gathering, cleaning, and analyzing these data, a process known as "business intelligence." The purpose of this course is to introduce a basic understanding of what business intelligence and big data are and how they can be applied to make intelligent business decisions and strategies. This course focuses on both the

technical aspects and the managerial aspects of business intelligence and big data analysis.

Assessment: 70% coursework, 30% examination

Prerequisite: PMBA6065 Business Data Analysis &  
PMBA3042 Information and Operations Management

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**PMBA6050 Business Lab – Ideas Incubation Programme (6 credits)**

The Business Lab provides a unique opportunity for students to pursue their passion for entrepreneurship and innovation, to use the knowledge and tools learned throughout the MBA programme and to develop a solid understanding of the overall start-up setting within a “safe environment”. The concepts introduced throughout the sessions provide the students with a set of successful frameworks and serve as a reality check. Assessment: 100% coursework

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**PMBA6073 Business Model Development & Strategic Innovation (6 credits)**

This course will examine how a firm can better design its business model and how innovative thinking affects the competitive dynamics of markets, how consumers perceive innovations from firms, and how firms can create and implement strategies to maximize their likelihood of success. We will explore how firms can strategically innovate in their businesses and how they can be successful in discovering a new strategic position. We will also explore the question of how to respond to an innovation that seems to be disrupting your business. The course should be of particular interest to those interested in managing a business in both high technology and low technology contexts, and to those interested in consulting. Assessment: 100% coursework

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**PMBA6028 Business Networking – Managing Social Networks for Business Success (6 credits)**

Given the importance of social networks and their sometime counter-intuitive influence on business effectiveness, the main objective of this course is to introduce concepts and findings in the areas of social capital and social network analysis in order to advance students’ understanding on how to effectively manage network relations and structures to achieve success in business. Assessment: 100% coursework

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**PMBA2989 Business Strategies in China and India (6 credits)**

The course addresses strategy for China and India at three levels. The first is how to operate and market in these countries so concerns itself with ground level managerial skills. The second is how Chinese and Indian companies are managed, including financing, innovation, people skills so concerns itself with levels of company capability. The third is how Chinese and Indian companies globalize and compete with incumbent multinationals. Basically, the course is a strategy course set in China and India. Assessment: 100% coursework

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**PMBA6027 Business Valuation (6 credits)**

This course focuses on the use of financial statement information to analyze and value firms. This course assumes that you already have a good knowledge of accounting mechanics (e.g., measurement of accruals, the indirect method for preparing statements of cash flows) and corporate finance. Thus, this course does not provide lessons on technical accounting methods or

finance principles. In this course, you will learn accounting quality analysis, profitability and risk assessment, forecasting, and the use of valuation models. Accounting quality analysis will advance your knowledge of financial statement adjustments, earnings management practice, management incentives to manage earnings, and a method of detecting earnings management. For profit and risk assessment, you will learn in depth traditional ratio analysis and will investigate the concept and measurement models of expected returns. You will learn a financial forecasting technique that is built upon the balance-sheet equation, accounting ratios, and earnings persistence. You will also learn various valuation models and the concept and measures of free cash flow. This course will be useful if you want to be a financial analyst, financial consultant or an investment banker. Assessment: 90% coursework, 10% examination

Prerequisite: PMBA6013 Accounting for Business Decisions &  
PMBA6003 Corporate Finance

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### **PMBA6059 China Business Environment (6 credits)**

This course examines the challenges and opportunities that a rising and rapidly changing China has provided for various business corporations, i.e. multinational corporations, domestic state-owned enterprises, entrepreneurial firms. It delineates the complexity of contemporary China with respect to economic, technological, political, social and cultural environments and how it influences corporations in a wide range of industries. Based on in-depth discussions of extensive business cases, it aims to provide students with analytical frameworks of how managers navigate in the China business environment and address the challenges and threats. Assessment: 100% coursework

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### **PMBA2229 China Marketing (6 credits)**

The focus of the course is to analyse and examine the China market from the perspective of marketers who are either planning to enter the market or to further increase their market presence. There will be less emphasis on analyzing the success and failure of Chinese enterprises doing business abroad. Nevertheless, selective Chinese enterprises will be studied in the context as a market force that contributes to the intensity of the market competition. Assessment: 100% coursework

Prerequisite: PMBA6010 Strategic Marketing Management

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### **PMBA6074 Climate Change, Production and Trade: Emerging Challenges for Business (6 credits)**

This course aims to provide students with insights into the nature of climate change, and the likely consequences of an absence of sufficient adaptation to climate change and inadequately mitigated man-made global temperature changes. The analysis will be framed in the environmental, socio-political and economic contexts in which the public policy debate is taking place. The approach is necessarily multi-disciplinary. It will look at the economics and political economy of climate change mitigation and adaptation, the physical and social impacts of a hotter earth, and the politics of the allocation of responsibility across nations for addressing the problem. The course will pay attention to national and international policy initiatives on climate change, and the possible implications of policies in this area for international investment and trade. The policy analysis will focus in particular on the implications of this complex set of issues for business. Assessment: 100% coursework

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### **PMBA6066 Competitiveness of Chinese Firm (6 credits)**

This course is case-study based and focuses on studying competitiveness of Chinese firms from business positioning, value chain & competitive dynamics. In particular, the course will investigate how Chinese firms quickly learn from cutting-edge business models in advanced industrial economy and create sustainable competitive advantage. The course aims to provide understanding and analytic tools for companies competing in variety of industries such as Automotive, Crowdfunding, Electricity, Energy, Food Processing, Information Technology, Interactive Entertainment, Real Estate, and Telecommunication. It discusses how these companies compete domestically and globally. Their influences upon Hong Kong firms are also important elements of the content. The course will help the students to have a better understanding of the current status of China's competitiveness and future dynamics. Assessment: 100% coursework

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### **PMBA6018 Corporate Governance and Social Responsibility (6 credits)**

This course is to provide a multi-faceted overview of the characteristics and unique challenges of governance strategy and practices in Asia. Corporate governance topics include the institutional environment, corporate ownership, family-and state-owned enterprises, board of directors and corporate transparency. Moreover, the topics of social responsibility, nonprofit organizations and social enterprises will be discussed in-depth to bring this course to a forward-looking conclusion. Assessment: 100% coursework

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### **PMBA6004 Creativity and Business Innovation (6 credits)**

In this course students will learn how creativity can be harnessed for the purpose of business innovation. It has become a commonplace that business organizations need to innovate to survive in times of global markets, rapid technological development, hyper-connectivity, sustainability concerns, and shifting consumer preferences. The course objectives are to put the students into the shoes of managers in business organizations supporting or developing powerful innovation processes. They learn to distinguish, appreciate, and develop the business models, people, structures, and processes that enable these innovation processes. Assessment: 100% coursework

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### **PMBA6060 Entrepreneurship and Ventures (6 credits)**

This course aims to provide an overview of the entrepreneurship process by focusing on new venture creation from idea generation, building compelling business model and opportunity recognition to managing new business startup and dealing with the venture capitalists. Students will learn how to develop business models that create new value for customers in a startup venture and will also learn about the values, management, marketing, and financial skills that most often associated with successful entrepreneurial activity. Students then discover and evaluate opportunities, develop possible business models and prepare a venture plan. Assessment: 100% coursework

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### **PMBA6043 Fast Companies (6 credits)**

This course is case-study based and combines analyses of strategy, operations, and general management. It features a variety of types of companies from different industries and countries. It prepares students for today's fast-paced world of business by describing competition in fast-paced industries and how the most effective companies cope, introduce students to the analytic

and management tools that these businesses now require of managers, and prepare students to function productively with their work colleagues in solving problems and developing strategy. Assessment: 100% coursework

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**PMBA6077 Finance Industry Regulation and Governance (6 credits)**

The financial services industry has undergone significant change – both enforced and voluntary – since the Global Financial Crisis of 2008/9. The economic destruction caused by the GFC spurred dramatic action by Governments and their appointed financial sector regulators. But who – or what – was responsible for the crisis? We will consider whether prior action by market regulators planted the seeds that bore this crisis in addition to analysing whether it was similar in the making to prior crises in the 20<sup>th</sup> century. The responses to crises by policy makers, and the consequent impact on the financial services industry, are important issues for a student to understand. Internal governance and control models have also changed dramatically as a result of the measures. These will be scrutinised and their impact on the future of the finance industry in this new environment will be assessed. Assessment: 60% coursework, 40% Examination  
Prerequisite: PMBA6003 Corporate Finance

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**PMBA6057 Fund Management and Alternative Investments (6 credits)**

This course provides a comprehensive overview of traditional and alternative investment vehicles. For each type of investment, we address two questions: “what is the strategy/practice employed in the industry” and “what are returns and risks revealed through the big data analysis”. A running theme is that asset owners must consider the underlying *factor* risks behind *asset class* or *strategy* labels. Optimally harvesting factor risk premiums—on their own or by hiring others—requires a deep understanding of asset owners’ own profile (risk attitude, liability and liquidity management, etc.) and the agency problem (the interests of asset owners and fund managers are often misaligned). Assessment: 55% coursework, 45% examination

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**PMBA6032 Global Marketing Management (6 credits)**

This course is designed for students looking to deepen their understanding of how to develop marketing strategy through to implementation across global markets. Examining the challenges of entering and operating effectively across international markets, this course covers international marketing objectives, strategies and policies, market selection, distribution channel decisions and management, international marketing mix approaches appropriate to individual markets, and systems of international marketing organisation, planning and control. Assessment: 100% coursework  
Prerequisite: PMBA6010 Strategic Marketing Management

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**PMBA6053 Global Transformations – Asian Dynamics: Challenges for 21<sup>st</sup> Century Business Leadership (6 credits)**

Whereas throughout the 19th century and a good deal of the 20th Europe was the “centre of the universe”: what happened in Europe had an impact on the world. Today Asia is the centre of the universe in the sense that it is the continent where all the major global transformative forces are concentrated – economic growth, geopolitics, energy, food and water security, demographics, etc. Understanding Asian dynamics in the context of global transformations and, in turn, global transformations in the context of Asian dynamics poses one of the most critical challenges of

business leadership in the 21<sup>st</sup> Century. The purpose of the course is to develop and strengthen this understanding. The course is multi-disciplinary, combining: economics, demographics, history and geopolitics, with references to the humanities. Assessment: 100% coursework

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**PMBA6026 International Business Environment (6 credits)**

This course examines the opportunities and challenges that contemporary managers confront when conducting business across national borders. It addresses the complex environment of international business with respect to economic, social, cultural, political, and legal institutions, as well as how these institutions shape business operation in the global market. The course emphasizes greatly on applying theoretical framework in analyzing practical problems confronting managers. Assessment: 100% coursework

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**PMBA2959 International Field Project (6 credits)**

The international field project does not lend itself neatly to fitting the pattern of the other taught courses on the MBA programme as it involves, as the title suggests, a visit to a region to investigate the business environment there. Although some classroom teaching is involved, the pedagogic process is through visits to companies, university campuses and government institutions. The students will be looking at the comparison between the ways in which the region operates in a business context and those employed by the PRC and Hong Kong. Questions which the students will be expected to ask themselves are, for example, the following: Do businessmen in the region have the same concept of managerial leadership? Are managers more aware of professional ethics in business? Do they use similar communication skills to achieve their objectives? Assessment: 100% coursework

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**PMBA6067 Law to Financial Services (6 credits)**

This course introduces the legal environment for financial services in Hong Kong. It begins with an introduction to the relationship among law, government, and business, as business entity and investors have to deal with the government from time to time. The different types of business entity for conducting business, making investment, and running a business, e.g. sole proprietor, partnership, and corporation, as well as agency and trust, are discussed to provide an understanding of the substance, liabilities, and financing of different types of business entity. This course also introduces the roles of professionals in the financial markets, as well as their duties and responsibilities, e.g. listing rules, professional ethics, and insider trading. Assessment: 100% coursework

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**PMBA6046 Legal Environment in Asia (6 credits)**

This course will provide each student with a solid legal foundation, especially in an Asian context. It is an international business law course specifically designed for students who are or hope to become managers and executives in Asia. We will discuss broad legal principles and how they affect business today, analyzing several cross-border business transactions and court cases. The format of the course is similar to a graduate seminar, requiring students to be well prepared and participate actively in class. Assessment: 100% coursework

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**PMBA6016 Management Consulting for Consultants and Managers (6 credits)**

This course is designed to apply the full range of management and business knowledge to giving professional advice to top-managers. It is a fundamental course for those who work as consultants, prepare for such career, or those who engage with consultants on the client side and want maximize the results of consulting projects. The red line though this course, is to experience and practice every stage of a consulting project in different industry contexts: the lead, the pitch, the client engagement, providing deliverables and final presentation and project closing. Assessment: 100% coursework

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**PMBA6034 Marketing for Tech-Intensive Industries (6 credits)**

This class examines the strategic marketing issues related to high-tech industries, such as customer analysis, segmentation and targeting, product, price, promotion and place. The core of the course is an in-depth analysis of the marketing strategies that companies use to compete in the high-tech industries. This course aims to provide students with a solid understanding of the nature and dynamics of high-tech industries; and with essential knowledge on marketing that allow them to create winning strategies for their organizations competing in this industry. Assessment: 100% coursework

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**PMBA6076 Mergers and Acquisitions (6 credits)**

This course is designed to develop a solid understanding of commonly discussed and applied issues in mergers and acquisitions (M&As). The topics covered in this course include the M&A process, methods of valuing a target firm, valuing synergies, the form of payment and financing, assessing highly levered transactions, governance in M&A, and M&A negotiations. M&A cases will be used in discussing these topics. By going through analyses and discussions of real-life M&As, students will gain experience in the application of financial theories and techniques to evaluate M&A decisions and transactions. Assessment: 70% coursework, 30% examination  
Prerequisite: PMBA6003 Corporate Finance

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**PMBA6035 Multinational Enterprises Strategy (6 credits)**

This course is designed to broaden students' understanding of the issues related to the management of multinational enterprises. The emphasis is on the global business environment and its impacts on multinational enterprises' strategy, structure, and functions. First, the course discusses the political, economic, and cultural environments in which multinational enterprises operate. Second, it examines the strategy and organization of multinational enterprises, including entry strategies, international alliances, organization structures, and control in multinational enterprises. Third, it examines the management of people in multinational enterprises, including motivation and decision-making in the international context. Assessment: 100% coursework

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**PMBA6045 Online Business Strategy (6 credits)**

This course is designed to allow students of all levels to become familiar with the fundamental role of technological advancements in today's business environments. As technology becomes increasingly integrated into business processes, managers and leaders alike must be able to understand and communicate the enabling potential of these tools. This course provides an introductory training for such purposes. Topics of this course cover the fundamental challenges faced by businesses operating in the online environment, new opportunities and threats arising

from social media, and strategic considerations in offering web-based services and information goods. Assessment: 100% coursework

Prerequisite: PMBA6042 Information and Operations Management

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### **PMBA6024 Opportunity Discovery and Entrepreneurial Development (6 credits)**

This course aims to provide the essential knowledge and skills necessary for identifying business opportunities and developing new ventures. Emphasis is placed on how to capture emerging opportunities and execute effective strategies in a setting of rapid technological changes but with limited resources. This course is ideal for those who anticipate founding technology-based ventures or are currently working for them. Assessment: 100% coursework

Prerequisite: PMBA2963 Managerial Economics

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### **PMBA6062 Real Estate Finance (6 credits)**

The objective of this course is to develop an analytical framework by which students can make sound real estate investment decisions. The main emphases of the course are on theory, concept building, financial modeling, and practical application. In particular, class discussions will cover the following areas in real estate: Real estate markets and investments, appraisals, and development, Institutional aspects of real estate finance, Mortgage Markets, Mortgage-Backed Securities, Real Estate Investment Trusts (REITs), Real Estate Transactions, Valuation of Land, Valuation of Income Producing Properties, Redevelopment of Real Estate. Assessment: 50% coursework, 50% examination

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### **PMBA6023 Risk Management (6 credits)**

This course offers to students the concepts and techniques necessary for effective corporate risk management. The purpose of this course is to offer a step-by-step approach to the development of a proper risk management for a company. It will focus on the financial modeling of risk and the effective use of various financial products in risk management. In particular, the course will focus on: identification and measurement of a firm's exposure to financial risk, use of various financial instruments in managing the firm's exposure to risks, implementation of risk management programme. Assessment: 60% coursework, 40% examination

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### **PMBA2246 Supply Chain Management (6 credits)**

This course focuses on the systems approach to the planning, analysis, design, development, and evaluation of supply chain and logistics management. You will not be learning dry, abstract concepts or theories, but will be given practical situations and case studies from a number of industries to stimulate your thinking for solutions in the analysis of your own organisation's supply chain operation. The learning contents are designed to be comprehensive and illuminative. If you are merely a consumer or customer, this study will help make you more perceptive and more understanding of the constraints and strengths of supply chain management. Assessment: 100% coursework

Prerequisite: PMBA6042 Information and Operations Management

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**PMBA6075    The Emergence of FinTech and Its Impact on Global Finance & Banking  
(6 credits)**

Taught as a series of practical courses and guest lectures by industry entrepreneurs and professionals, the course covers the main pillars of the FinTech start-up ecosystem, including peer to peer lending, artificial intelligence, blockchain, big data, crowdfunding, payments etc. and their practical impact on global banking and finance. This course will provide students with the latest empowering and practical knowledge on FinTech enabling them to understand some of the FinTech changes taking place currently in the financial services industry and, most importantly, the trends that will impact the industry in the future. This is a very practical course with a heavy emphasis on guest lectures on the latest industry trends and best practices by industry experts and entrepreneurs rather than theoretical concepts. Assessment: 100% coursework

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**PMBA6071    Trade Policy (6 credits)**

This course aims to give students an overview of how trade policy and international rules on the conduct of trade can exert an influence on business decisions. The course will look at the range of trade and trade-related policies that governments typically employ and what the objectives are of these policy interventions. The course will address these matters in relation both to goods and services. It will also examine the evolution of international agreements designed to regulate trade policy, at the multilateral and regional levels. Particular consideration will be given to the implications for business of the considerable growth of a multiplicity of preferential, discriminatory trading arrangements in recent years. Assessment: 100% coursework

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**PMBA6064    Turn Around Management and Corporate Restructuring (6 credits)**

This course is designed to train executives to design and execute turn around initiatives for companies in crisis and bring them back to a sustainable economic path. It covers all aspects of rescue and restructuring in a practical and hands on approach. The course has the main objective to gain the ability to design and execute turn around initiatives for companies in crisis. It is targeting executives and their advisors who are in charge of major corporate restructurings. Assessment: 100% coursework

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*These syllabuses apply to students admitted to the Master of Business Administration (Executive Stream) curriculum in the academic year 2017-18 and thereafter.*

## **MBA PART-TIME (EXECUTIVE STREAM) CURRICULUM**

The curriculum consists of fourteen required courses, including ten 6-credits courses and four 3-credits courses, seven electives and one International Seminar or International Assignment (Capstone Course) at 6 credits each.

The coursework and examination ratio may vary according to the course instructors.

### **REQUIRED COURSES**

- Capital Markets and Investments (6 credits)

This course introduces market and portfolio perspectives, including discounted cash flow methodology, valuation of risk-free, risky and uncertain cash flows, corporate-perspective application of asset valuation ideas and valuation of derivatives. This leads to the classical theoretical problems of portfolio diversification, the efficient frontier and two-fund separation. Theories discussed in the course include capital asset pricing model, arbitrage pricing theory, efficient market theory and the Modigliani-Miller theory.

This course is assessed by a combination of coursework (70%) and examination (30%).

- Corporate Finance (6 credits)

The objective of this course is to provide an overview of corporate finance including investment appraisal and financing decisions. An important part of the course is a description of how risk is priced and its applications to valuing risky assets, how to use ratio analysis to assess corporate performance and project financial statements and cash needs. The course also provides insights to participants into how the capital markets work globally.

This course is assessed by a combination of coursework (40%) and examination (60%).

- Decision Models (3 credits)

This course offers an introduction to computer-based models in structuring information and the qualitative insights to aid managerial decisions. The overall objective of the course is to equip participants to be more effective in structural thinking, analysis and reasoning. Specific topics such as linear programming, multi-period planning models under uncertainty, and non-linear programmes, *etc.* will be discussed in the course.

This course is assessed by a combination of coursework (30%) and examination (70%).

- Executive Leadership (3 credits)

This course focuses on self-awareness, interpersonal and teamwork skills of participants. The objective of this course is to assess participants' leadership and management skills by gathering feedback on their strengths and developmental needs. Experimental exercises and self-assessment instruments such as 360-degree feedback instrument, *etc.* will be used to enhance the participants' leadership skills development.

This course is assessed by coursework only.

- Financial Accounting (6 credits)

This course offers a comprehensive graduation level of understanding in accounting principles and emphasizes profitability concepts and performance evaluation. It is designed to provide globally oriented managerial users of accounting products with the foundations of accounting concepts, mechanics, and a perspective upon which intelligent use of accounting information rests. Measurement issues and different practices around the world will be broadly discussed and adopted during the course.

This course is assessed by a combination of coursework (20%) and examination (80%).

- Global Economic Environment (6 credits)

The purpose of this course is to familiarize participants with the workings of the global economy and the elements that determine the financial health of corporations and nations. Participants will be able to understand by the end of the course what determines the long run performance of an economy; the role of trade in influencing national wealth and corporate performance; the determinants of exchange rates and inflation; and the principles and motivation underlying government economic policy.

This course is 100% assessed by examinations.

- Leadership and Organisational Change (6 credits)

This course is designed to increase participants' effectiveness as a manager by introducing a framework for understanding organizations and the behavior of people and groups within them, the way to deal with increasing challenges facing organizations. It focuses on the skill sets needed to elicit high commitment and productivity from people and the organization that the participant manages. Activities such as individualized feedback, cases, role-plays and experiential exercises, etc. will be widely used to enhance participants' self-awareness.

This course is assessed by a combination of coursework (80%) and examination (20%).

- Managerial Accounting (3 credits)

This course focuses on the relevance and use of accounting information for management decision making. It presents alternative tools for planning, control and evaluation of a company's operations and resources. Topics such as budgeting, product costing, performance evaluation and transfer pricing, with emphasis on related incentive, multinational and tax considerations will be discussed in the course.

This course is assessed by a combination of coursework (10%) and examination (90%).

- Managerial Economics (3 credits)

This course focuses on how to think analytically about the basic economic factors that shape an industry and influence the choice of strategy in a particular industry. Topics such as basic supply-demand theory and marginal analysis, the structure of decision problems, the impact of the market setting (i.e. competitive, oligopolistic or monopolistic structures), the structure of a market, pricing strategy and strategic interactions among firms using game theory will be discussed in the course.

This course is assessed by coursework only.

- Managerial Negotiations (6 credits)

In managing human resources in an organization, many outcomes and decisions are determined by the process of negotiation. This course involves students in actual negotiating experiences to enhance their skills as negotiators. Concepts developed in the behavioral sciences, economics and game theory are used as guides to improve negotiating.

This course is 100% assessed by a combination of course works.

- **Managerial Statistics (6 credits)**

The main objective of this course is to build a foundation of concepts in probability and statistics relevant to managerial decision making. Topics such as data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression will be discussed in the course.

This course is assessed by a combination of coursework (50%) and examination (50%).

- **Marketing Strategy (6 credits)**

This course emphasizes the role of marketing in creating value for customers which in turn leads to the creation of value for other firm stakeholders (eg. shareholders, employees, etc.). It combines lectures, cases, hands-on exercises, a brand management simulation and industry speakers to cover topics such as demand analysis, product or service management, pricing, distribution, promotions and integrated communications. The course prepares future CEOs and general managers to deal with core marketing issues by providing a way of thinking strategically about the company's products, services and markets.

This course is assessed by a combination of coursework (50%) and examination (50%).

- **Operations Management (6 credits)**

This course provides both a managerial conceptual framework and an understanding of analytical and managerial tools and concepts that are used to help manage important operations functions. Topics such as process flow analysis, inventory management, capacity planning, facilities location, total quality management, human resources management, technology management, and manufacturing and service strategy will be discussed in the course.

This course is assessed by a combination of coursework (50%) and examination (50%).

- **Strategic Management (6 credits)**

This course develops the students' ability to analyze and manage business problems from managerial perspectives. It provides concepts and frameworks to guide strategic decision-making and implementation of business strategies through examining case studies of diverse managerial situations in both large and small organisations. The focus of attention will be on the application of strategic principles in Asia.

This course is assessed by a combination of coursework (60%) and examination (40%).

## **ELECTIVE AND INTERNATIONAL SEMINAR/ ASSIGNMENT**

Elective courses may vary in each intake. A full list of elective options will be announced at the beginning of each intake.

Candidates may take the courses in designated overseas institutions and electives offered by the Faculty of Business and Economics for the part-time executive stream of MBA curriculum. They may also choose to work on an optional independent research course (6 credits) with a faculty from either one of the collaborating institutions as one of the seven electives. Candidates are required to take an International Seminar or International Assignment (Capstone Course - 6 credits) offered by respective designated overseas institutions which will be conducted in the form of seminar, lecture, field trip, case study, and/or project under supervision.

## **ELECTIVE COURSES TO BE OFFERED BY HKU**

- **Asian Business and Economy (6 credits)**

This course focuses on important and timely business, economic, political and cultural issues facing various Asian economies. The economies that will be focused on including the four largest Asian economies: China, Japan, India and South Korea, as well as other Asian economies. Linkages and comparative references will also be made to other economies such as the United States, European economies, economies in Southeast Asia and Latin America. Distinguished guest speakers will be invited to present additional topics related to Asian business and economics.

This course is assessed by coursework only.

- **Multinational Strategy in China (6 credits)**

China presents both opportunities and challenges to multinational enterprises. Over a short course of three decades, China has become one of the world's leading factories and also an increasingly important market. Yet China remains an economy with imperfect institutional environments. This course is to cover some of the key strategy issues that multinationals need to deal with when they operate in China. It applies and synthesizes the knowledge of competitive strategy and international business to the setting of China.

This course is assessed by coursework only.

- **Asia and the New Global Economic Order (6 credits)**

The course aims to help participants gain a deep and holistic understanding of the forces driving Asia which in turn are driving 21st century globalization. These will be keys to current and future effective global business leadership. The course will cover five major areas: (I) Asia in the New Global Disorder: Historical Patterns, (II) Dynamics and Trends, Asian economic growth patterns, models and prospects, (III) Asian politics and geopolitics, (IV) Asian contemporary society, culture and religion and Asian soft power, and (V) The Global Pivot to China and the Global Order.

This course is assessed by coursework only.

- **Turn Around Management and Corporate Restructuring (6 credits)**

As collateral damage of the financial crisis and the subsequent sovereign debt crisis in some countries, many businesses are facing severe current challenges. Further, in markets of past extraordinary growth and one-dimensional development, competition intensifies and asset values depreciate quickly. Corporates need to deal with these challenges with changes of business models, building up of new capabilities, restructuring and severe adaption of processes and organization. This course provides a practical guideline for turn-around, crises- and change management initiatives. It is aiming at managers and top-managers, consultants and task force members, which are facing the severe challenges of a turnaround or want to prepare for this or are facing an immanent distress in their companies, or private equity investors taking management control.

This course is assessed by coursework only.

- **Asian Connectivity: Silk Road, Regions, Clusters and Organization**

This course focuses on different aspects of One Belt, One Road and its variants. The topics to be covered include various modes of Asian connectivity: infrastructure, international trade, cross-border investment, high-technology diffusion, international agreements, regional political economy, Asian culture, history and branding as well as links via regional and global supply

chains. The economies that will be focused on include Mongolia and the five “stans”: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan as well as economies along the 21st Century Maritime Silk Road: Vietnam, Thailand, Singapore, Indonesia and Myanmar. Linkages between China and Japan on one hand and Russia and the South Caucasus countries: Armenia, Azerbaijan and Georgia along the Silk Road on the other will also be highlighted. Further discussion on potential major participants such as India and other interested countries, will be added.

This course is assessed by coursework only.

- **Digital Transformation**

With market dynamics, changing consumer preferences, and technology driving rapid and frequent change, senior management must understand the implications of digital as related to business decisions. To be effective leaders, they should have a digital compass including, a strategic framework, operational processes, understanding of the application of technology, and decision making tools including big data analytics, for competitive advantage. This course aims to help executive students to understand the business and technology concepts and analytic tools, reasoning, and process framework for digital transformation. It also aims to equip students with the critical perspective and assessment methods which facilitate companies to transform and become digitally agile.

This course is assessed by coursework only.

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## **ASSESSMENT**

Candidates shall normally be examined at the end of each course, unless otherwise specified. Examinations may include any combination of written assignments, project reports, written papers, or any other assignment which may be required as part of a course. In order to successfully complete a particular course, besides fulfilling the assignment and examination requirements of respective lecturers, candidates will also have to attain a minimum attendance requirement of 70% for each course.

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