

**REGULATIONS FOR THE DEGREE OF
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
(EMBA)**

in collaboration with Peking University Guanghai School of Management

These regulations apply to students admitted to the curriculum of Executive Master of Business Administration in the academic year 2017-2018 and thereafter.

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

Admission requirements

EMBA1 To be eligible for admission to the degree of Executive Master of Business Administration, candidates shall

- (a) comply with the General Regulations;
- (b) hold
 - (i) a degree of this University, or another qualification of equivalent standard from this University or from another University or comparable institution accepted for this purpose; or
 - (ii) a professional qualification and membership of a professional body accepted for this purpose;
- (c) possess at least eight years of experience at managerial levels on top of prior experience in reaching management ranks;
- (d) satisfy the examiners in a qualifying examination, if required.

EMBA1A Candidates who do not satisfy the requirements of **EMBA1** above may in exceptional circumstances be admitted if they have

- (a) demonstrated adequate preparation for studies at this level;
 - (b) demonstrated to the Admissions Committee if they have more than twelve years of exceptional business experience at senior management level; and
 - (c) satisfied the examiners in a qualifying examination, if required.
-

Qualifying examination

EMBA2

- (a) A qualifying examination may be set to test the candidates' academic ability or their ability to follow the courses of study prescribed. The examination shall consist of one or more written papers or 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 until they have satisfied the examiners in the examination.
-

Award of degree

EMBA3 To be eligible for the award of the degree of Executive 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.
-

Period of study

EMBA4 The curriculum shall extend over a minimum of two academic years and a maximum of four academic years. Candidates who have been granted leave of absence under Regulation EMBA 5 are also required to complete their study within the specified maximum period.

Leave of absence

EMBA5 A candidate who wishes to be absent from a module or more for personal, health, or other reasons shall be required to submit a written application for leave of absence to have time away from his/her academic responsibilities. Under no circumstances shall the leave of absence be granted on each occasion for a period of more than twelve months.

Completion of the curriculum

EMBA6 To complete the curriculum, candidates shall

- (a) satisfy the requirements prescribed in TPG 6 of the Regulations for Taught Postgraduate Curricula;
 - (b) follow the instructions of the syllabuses prescribed, participate in activities that form part of the curriculum, and complete all written and practical work as required; and
 - (c) satisfy the examiners in written presentations and/or practical work prescribed for each course.
-

Assessments

EMBA7 Candidates shall satisfy the examiners in all prescribed courses as required in the syllabuses. Examination shall normally be held at the end of each course, unless otherwise specified.

EMBA8 Candidates who have failed a course shall be required to sit for reassessment/re-examination or retake the course. Candidates may take another course to make up for the failed elective.

EMBA9 Candidates who have failed assessment/examination or re-assessment/re-examination in more than three courses during the entire period of study of the curriculum shall be recommended for discontinuation under the provisions of the General Regulations G 12.

EMBA10 Candidates shall not be permitted to repeat a course for which they have received a passing grade for the purpose of upgrading.

EMBA11 There shall be no appeal against the results of examinations and all other forms of assessment.

Grading system

EMBA12 Courses shall be graded according to the following grading system:

<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

Assessment results

EMBA13 At the conclusion of the courses, a pass list shall be published. Candidates who have attained exceptional merits from all assessments may be awarded a mark of distinction, and this mark shall be shown in the candidate's degree diploma.

SYLLABUSES FOR THE DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)

in collaboration with Peking University Guanghai School of Management

These syllabuses apply to students admitted to the Executive Master of Business Administration in the academic year 2017-2018 and thereafter.

CURRICULUM STRUCTURE

Candidates must complete 18 full courses equivalent with 108 credits, including 24 half core courses (each with 3 credits), 3 full core courses (each with 6 credits, inclusive of one capstone project), and 6 half elective courses (each with 3 credits). The offered courses cover 8 basic business areas, including fundamentals, economics, finance, management, accounting, marketing, strategy, and analytics. In addition, there is a group of Integration and Advancement courses.

CORE COURSES

The core courses include 24 half courses (3 credits) and 3 full courses (6 credits), and can be grouped into 6 basic conceptual groups and 1 integration and advancement group.

■ Fundamentals

- Management Philosophy (3 credits)
- Business Ethics and Corporate Social Responsibility (3 credits)
- Communication Strategy (3 credits)

■ Economics

- Global Economy (3 credits)
- Managerial Economics (3 credits)

■ Finance

- Corporate Finance (3 credits)
- Investment and Asset Management (3 credits)
- Financial Innovation and Credit Market (3 credits)

■ Management

- Organizational Leadership (3 credits)
- Strategic Human Resource Management (3 credits)
- Cross-culture Management (3 credits)

■ Accounting

- Financial Accounting (3 credits)
- Managerial Accounting (3 credits)
- Business Valuation and Investment (3 credits)

■ Marketing

- Marketing Strategy (3 credits)
- Customer Analysis and Insights (3 credits)
- Brand Management (3 credits)

■ Strategy

- Strategic Thinking (3 credits)
- Competitive Strategy (3 credits)
- Mergers, Acquisitions and Corporate Restructuring (3 credits)

■ Analytics

- Business Analytics (3 credits)
- Operations Management (3 credits)
- Strategic Decision Making with Big Data (3 credits)

■ Integration and Advancement

- Integration, Outlook and Advancement (3 credits)
- Industrial Modules: Manufacturing+Finance+Healthcare+Cultural Creativity (6 credits)
- International Capital Markets (HK Trip) (6 credits)
- Capstone Project (6 credits)

ELECTIVE COURSES

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

ASSESSMENT

Candidates shall normally be assessed at the end of each course, unless otherwise specified. Assessments may include any combination of written assignments, project reports, papers, or other forms of assignment that may be required. In order to successfully complete a particular course, in addition to fulfilling the course requirements of the respective lecturers, candidates shall also have to attain a minimum attendance of 70% for each course. The weightings of the assessment mode for the courses in this curriculum are 40-100% for coursework and 0-60% for examination unless otherwise specified in the syllabuses.

**DESCRIPTION OF COURSES IN THE EXECUTIVE MASTER OF BUSINESS
ADMINISTRATION [EMBA] CURRICULUM
in collaboration with Peking University Graduate School of Management**

CORE COURSES

1 FUNDAMENTALS

EMBA6011 Management Philosophy (3 credits)

Management remains the only means we have at our disposal for coping with, and comprehending, our increasingly complex work and social lives. In a world of endless change, managers have to *act decisively*. In spite of a tendency towards teams, in the end, managers must make up their own minds and back themselves in the decisions they make, and know those decisions may have far-reaching consequences for others. For all of these reasons, developing the capacity for thoroughgoing, serious-minded consideration of management issues is key to being a successful manager. This course will introduce students to the key elements of this subject, and to the questioning of fundamentals in management that represents the core conceptual approach of philosophy.

EMBA6012 Business Ethics and Corporate Social Responsibility (3 credits)

Business Ethics and Corporate social responsibility are the basics of doing business. In this course, students will learn how to ensure that a business acts ethically and responsibly, and with integrity and professionalism, by adhering to standards and creating your own.

EMBA6013 Communications Strategy (3 credits)

This course engages in an 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.

2 ECONOMICS

EMBA6021 Global Economy (3 credits)

This course explores the fundamentals of national competitiveness, productivity and growth. It studies the forces that determine production, consumption, savings and investment. It introduces the problem of variable foreign exchange rates and their impact on policy, performance and finance. It explores the complex relationships among government policies and private-sector performance in a global setting.

EMBA6022 Managerial Economics (3 credits)

This course studies how organizations behave under different market structures by exploring the logic and language of microeconomics, focusing on prices, markets, incentives and optimal decision-making.

3 FINANCE

EMBA6031 Corporate Finance (3 credits)

This course analyzes the two key goals of the financial function: to invest wisely and to finance a company effectively. It examines the investment decisions companies make and financial market decisions such as capital structure.

EMBA6032 Investment and Asset Management (3 credits)

Students will study the most important theoretical concepts in the field of investment management, and will examine whether these theories are supported by empirical evidence, and identify the practical implications for investment professionals. They will gain particular insight into topics where research sheds valuable light on professional investment management.

EMBA6033 Financial Innovation and Credit Market (3 credits)

This course offers a general introduction to derivative products and alternative investment channels, together with the request for supervision from related authorities. On one hand, there are significant benefits coming along the process of financial innovation. This course will cover the basics of different types of financial derivatives (e.g. futures, options, swaps and structured products) and alternative investment niches (e.g. hedge fund, commodities and distressed assets), and will also focus the concepts of hedging and arbitrage from the angles of trading strategies and pricing foundations. On the other hand, although financial innovations become increasingly prevalent in the recent decades, they are subject to opaque operating environment and loose regulatory disciplines, to some extent leads to the recent financial crisis. Therefore, the course also highlights the necessity of regulations and supervision in this field.

4 MANAGEMENT

EMBA6041 Organizational Leadership (3 credits)

This course provides students with an opportunity to critically appraise and reflect upon the subject of management from different perspectives including, but not limited to, leadership, organizational behavior, organizational effectiveness, strategy development, shareholders and stakeholder 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. It is from these underpinnings that students will be introduced with the fundamental management theories, frameworks and tools. Not only do students acquire the language of business but also have the opportunities to apply them in class exercises and case studies interactively. Leadership competence including that of strategic thinking and the conceptual derivation of a practicing manager will be dealt with in the course to highlight the complexity and non-mechanistic nature of the practice of management in the changing business landscapes of a knowledge based and global economy.

EMBA6042 Strategic Human Resources (3 credits)

This subject aims to identify and evaluate the alignment of human resource management with business strategy and the role of the HR professional in this process. This course will examine concepts, theories and models that aim to integrate the various functional areas of human resource management. Students will study both the theoretical and practical applications associated with HR practices, such as the changing role of human resource management, human resource planning, staff selection, performance management, staff development, compensation, among others.

EMBA6043 Cross-cultural Management (3 credits)

The trend of globalization in business requires organizational members, especially managers, to work effectively with international assignments, to collaborate with cross-cultural teams, and to manage the increasingly diverse workforce, business partners, customers and clients. Therefore, managers need to acquire unique cultural competencies that go beyond traditional managerial competencies. The main objective of this course is to provide students with a solid basis for developing such cultural competencies, so they can understand the challenges that might occur while working abroad and the principles of effective cross-cultural management. The course aims

to develop an understanding of key cultural differences, and how these differences influence the management of individuals, teams, and organizations.

5 ACCOUNTING

EMBA6051 Financial Accounting (3 credits)

The course main objective is to provide students with financial accounting skills that every executive needs to be able to communicate company results and make accounting choices. This includes computing and interpreting basic financial ratios, and exploring the reasons behind international differences in reporting.

EMBA6052 Managerial Accounting (3 credits)

The objective of this course is to provide students with basic accounting techniques and the impact of strategic and organizational change on accounting information. Students will learn about accounting for delegated decision making.

EMBA6053 Business Valuation and Investment (3 credits)

This course focuses on the use of financial statement information to analyze and value firms. This course assumes that students have already had adequate training in accounting mechanics (e.g., measurement of accruals, the indirect method for preparing statements of cash flows). Thus, this course does not provide lessons on technical accounting methods. In this course, students will learn accounting quality analysis, profitability and risk assessment, forecasting, and valuation models. Accounting quality analysis will advance your knowledge of earnings management practice, management incentive to manage earnings, and a method of detecting earnings management. For profit and risk assessment, students will learn in depth traditional ratio analysis and will investigate the concept and measurement models of expected returns. Moreover, students will learn a financial forecasting technique that is built upon the balance-sheet equation and accounting ratios, as well as various valuation models and the concept and measures of free cash flow. This course will be best suitable for developing a career as a financial analyst, investment banker, or financial consultant.

6 MARKETING

EMBA6061 Marketing Strategy (3 credits)

Marketing activity is the engine that creates value in a business. It provides the focus for interfacing with customers and the source of intelligence about customers, competitors and the general environment. Further, marketing focuses on the long-run relationship of a company to its customers as well as on short-run sales. Thus marketing is critical to the revenue and profit streams for a company. This course emphasizes the role of marketing in creating value for customers, which in turn creates value for owners, shareholders and employees.

EMBA6062 Consumer Analysis and Insights (3 credits)

The course focuses on harvesting and applying insights from customers searching, purchasing and consuming product and services. It centers on the consumer psychological states at the moment of their judgement and decision-making. Seemingly minor incidents and the subtle contextual cues in daily life can trigger these psychological states and exert substantial impacts on purchase, consumption, and investment. This course appreciates key trendy in consumption phenomena in the Hong Kong and China market (e.g., microphilanthropy, experiential consumption, anthropomorphism), analyze these phenomena from the perspective of in-depth psychological mechanisms, and explore the impact of marketing efforts on consumer reaction using the new

technical tool of eye-tracking. The course covers consumer goods, business products, and services. It offers insights to improve firm competitiveness by developing unique customer-focused strategy and tactics.

EMBA6063 Brand Management (3 credits)

In this course, students will explore all dimensions of brand management, from brand definitions, brand building strategies, brand architecture and extension issues, and brand reposition. These points will have particular focus on luxury and retail brands. Rather than focusing on academic theory, this applied and advanced course takes an extremely executive viewpoint. Focus ranges from small start-up brands to consumer brands, service brands and business to business brands.

7 STRATEGY

EMBA6071 Strategic Thinking (3 credits)

This course is for anyone involved in developing or implementing strategy. It will explore how to ensure that the most useful thoughts are translated into practical plans and effective behaviors. From thinking creatively around vision, planning in stages, and finally communicating the vision to others, this course will provide the steps of effective strategic planning to achieve grounded and measurable outcomes. Students are expected to learn how to create practical, concrete and usable plans.

EMBA6072 Competitive Strategy (3 credits)

This course is about the determinants of firm performance. It develops an explanation for why some firms perform better than others, and presents the analytical tools required for formulating successful strategies. Students will learn to analyze firms' competitive environments and to design a strategy that specifies appropriate long-term goals for a corporation, the businesses in which it will compete, how it will serve customers better than its competitors, and the capabilities that will be required in the service of these objectives.

EMBA6073 Mergers, Acquisitions and Corporate Restructuring (3 credits)

Students will examine several forms of corporate restructuring, including mergers and acquisitions, restructuring through workouts and bankruptcy, divisional spin-offs and divestitures, and leveraged buyouts. They will learn to analyze the process of managing restructuring, the role of the investment bank and other specialists, regulation, and cross-country comparisons.

8 ANALYTICS

EMBA6081 Business Analytics (3 credits)

The modern business world is increasingly experiencing data tsunamis, i.e., being flooded with large amounts of data with complex structure and high dimensionality. Effective business decision making increasingly needs efficient data mining methods to extract useful hidden features, which becomes more and more challenging. The data challenge makes business analytics tools indispensable to business success. This course is designed to equip students with strategic understanding of big data and business analytics, and how they can help businesses to gain competitive advantages in the digital revolution.

EMBA6082 Operations Management (3 credits)

Operations Management is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can

provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share. This course will cover various quantitative tools to improve both the manufacturing and service processes.

EMBA6083 Strategic Decision Making with Big Data (3 credits)

With the rapid advances in information technologies, massive amount of data, often known as “big data” are being generated at an unprecedented speed, from various sources such as online transactions, mobile applications, sensors, video-capturing systems, and most notably, social media including blogs, Facebook, and forums. There are ample opportunities for business organizations to gain managerial and strategic insights by gathering, cleaning, and analysing these data. This course will introduce a basic understanding of how to use big data to make intelligent business decisions and strategies with the focus on both the technical aspects and the managerial aspects of big data analysis.

9 INTEGRATION AND ADVANCEMENT

EMBA6091 Integration, Outlook and Advancement (3 credits)

This course provides an opportunity to reflect on what the basic courses have covered and integrate knowledge from various business aspects into a coherent understanding. The philosophy reflects the progressive stages of education from listening to thinking to understanding and applying. The course will offer practices with examples and cases.

EMBA6092 Industrial Modules: Manufacturing + Finance + Healthcare + Cultural Creativity (6 credits)

This course considers the four industrial modules that are the most important ones in China’s economic reform: Manufacturing, Finance, Healthcare, and Cultural Creativity, and offers professional and prospective insights about them. The lectures use Capital Operation and Internet Thinking as the bridge, discuss industry policies and opportunities, and offer insights into the future of each industry sector. The course will help the executives to understand corporation management system and structure, steer them towards the right direction, and speed up corporation upgrading and transforming.

EMBA6093 International Capital Markets (HK Trip) (6 credits)

This course introduces the history, structure and functionality of the capital markets of China and around the world. In the context of financial market globalization, the course will discuss the regulatory policies and institutional background of China capital market. It sheds particular light on the gradual transition of China towards a market-based financial system and configuration of government policies in face of the multi-layer capital market development. The course also extends beyond the capital market in China. As China is getting more and more integrated with the rest of the world, it is crucial to examine the overall development of financial market around the world and assesses its implications on the real economy.

EMBA6094 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 program 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 program, involving the submission of a preliminary report, the submission of a final written report, and an oral presentation.

ELECTIVE COURSES

EMBA6121 Chinese Economy (3 credits)

General Managers in China face a changing environment and many challenging or ill-defined situations. Focused on the realities of operating a business in China, this course underscores the challenges for, and solutions available to, those who are interested in understanding the role of the executives in China today using case studies, theories and experience sharing from key executives of multinational corporations.

EMBA6122 Games and Strategy (3 credits)

In most business circumstances, managers and organizations make decisions that affect each other. We call such situations "games." Game Theory provides a framework for analyzing and predicting behaviors and outcomes in situations of strategic interaction. The goal of this course is to provide students with the essential tools of game theory, and demonstrate their use by applying them to a variety business situations and cases.

EMBA6131 Frontiers in Economics and Finance (3 credits)

This course introduces cutting-edge topics in the field of economics and finance.

EMBA6141 Entrepreneurship (3 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. Entrepreneurship is about business innovation, how to create new value in firms through new business concepts and models. 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 innovative and entrepreneurial activities.

EMBA6161 Service Marketing (3 credits)

Services Marketing builds on ideas covered in other marketing courses. It is designed not only to provide students with an appreciation of concepts, functions, and techniques of managerial marketing management but also to stimulate them to rethink some of the assumptions about the craft of marketing services. In addition, it will examine perspectives, issues and recent developments that will potentially influence the scope and practice of marketing activities in various service industries.

EMBA6162 Marketing in China and Global Market (3 credits)

This course is designed to help students develop knowledge and analytical skills for addressing current issues relating to the design and implementation of effective marketing strategies in China and the global market. Selected topics include global market segmentation and targeting, consumption characteristics and socio-cultural complexities in China and global market, new product/innovation development, global branding strategy, strategic pricing, and global communication.

EMBA6171 Lean Strategy (3 credits)

This course provides an overview of Lean Management System and an examination of how they work together to create a system of continuous improvement through collaborative problem solving. Traditional management systems are largely based on disaggregating the functions of the organization and managing performance of each piece in short time increments. This approach assumes the performance of the whole is the sum of the parts. Abnormalities are largely perceived as performance shortfalls and managers are expected to lead the problem analysis and demonstrate proficiency at knowing the answers. Lean organizations depend on developing problem solving capabilities. While there is still a need for deep expertise in specialty departments the emphasis is on the performance of the entire value stream and the customer which it serves. Leadership in this type of organization is less focused on being the problem solver but more focused on building the problem solving muscle of the workforce. While traditional organizations delegate problem solving within 10-20% of the workforce, lean organizations endeavour to have the entire organization actively engaged in problem solving.

EMBA6181 Supply Chain and Logistics Management (3 credits)

The course is designed to prepare students to apply business strategies, analytical methodologies and information technology in supply chain management. Traditionally industries have focused on operation evaluation and performance improvement of manufacturing process; however, the deficiency of supply chain coordination results in severe downgrade of business competitiveness. With advent of information technology, computers not only improve manufacturing operation and management, but also enhance strategic decision making as well. This course focuses on the systems approach to planning, analysis, design, development, and evaluation of supply chain management.

EMBA6182 Strategic Information System Management (3 credits)

This course is designed to help students develop knowledge and analytical skills for addressing current issues relating to managing information technologies and designing effective information strategies in an organization. Selected topics include information strategy for organizational agility and sustainability, strategic information management in marketing, operations, etc., managing of e-commerce, and challenges in knowledge management.
