

# **REGULATIONS FOR THE DEGREE OF MASTER OF GLOBAL MANAGEMENT (MGM)**

*These Regulations apply to candidates admitted to the Master of Global Management curriculum in the academic year 2020-21 and thereafter.*

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

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## **Admission requirements**

**MGM 1.** To be eligible for admission to the courses leading to the degree of Master of Global Management, candidates shall

- (a) comply with the General Regulations;
  - (b) comply with the Regulations for Taught Postgraduate Curricula;
  - (c) hold
    - (i) a Bachelor's degree with honours of this University; *or*
    - (ii) another qualification of equivalent standard from this University or from another University or comparable institution accepted for this purpose; and
  - (d) satisfy the examiners in a qualifying examination, if required.
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## **Qualifying examination**

**MGM 2.**

- (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 until they have satisfied the examiners in the examination.
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## **Award of degree**

**MGM 3.** To be eligible for the award of the degree of Master of Global Management, 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**

**MGM 4.** The curriculum shall normally extend over one academic year of full-time study. Candidates shall not be permitted to extend their studies beyond the maximum period of registration of two academic years of full-time study, unless otherwise permitted or required by the Board of the Faculty.

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## **Completion of curriculum**

**MGM 5.** To complete the curriculum, candidates shall

- (a) satisfy the requirements prescribed in TPG 6 of the Regulations for Taught Postgraduate

- Curricula;
- (b) follow the courses of instruction and complete satisfactorily all prescribed written work and field work;
- (c) satisfy the examiners in all prescribed courses as specified in the syllabuses and in any prescribed form of examination; and
- (d) have achieved a cumulative GPA of 2.0 or above.

**Assessment**

**MGM 6.** Candidates shall satisfy the examiners in all the prescribed courses as specified in the syllabuses. Examinations shall normally be held at the end of each course, unless otherwise specified. Only passed courses will earn credits.

**MGM 7.** Candidates who have failed a course shall be required to sit for re-assessment/re-examination or to retake the course. If the failure is an elective course, candidates may elect to take another course as a substitute.

**MGM 8.** Candidates who are unable, because of illness, to be present at the written examination of any course may apply for permission to present themselves at a supplementary examination of the same course to be held at some other time. Failure to sit for supplementary examination as arranged shall automatically result in course failure.

**MGM 9.** Candidates shall not be permitted to repeat a course for which they have received a passing grade for the purpose of upgrading.

**MGM 10.** Candidates who have failed in the assessment/examination or re-assessment/re-examination of more than two courses during the entire period of study of the curriculum or have exceeded the maximum period of registration as specified in Regulation MGM 4 shall be recommended for discontinuation under the provisions of General Regulations G12.

**MGM 11.** There shall be no appeal against the results of examinations and all other forms of assessment.

**Grading system**

**MGM 12.** 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**

**MGM 13.** On successful completion of the curriculum, candidates who have shown exceptional merit at the completion of the curriculum 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 GLOBAL MANAGEMENT (MGM)**

*These syllabuses apply to candidates admitted to the Master of Global Management in the academic year 2021-22 and thereafter.*

## **CURRICULUM STRUCTURE**

Candidates must read a total of ten courses, each carries 6 credits, comprising six core courses (inclusive of one capstone course) and four elective courses. A list of electives will be announced at the beginning of each module. Candidates may also take up to three elective courses from the taught postgraduate curricula offered by the Faculty of Business and Economics under the advice and approval of the Programme Directors concerned.

Not all the courses listed in the syllabuses will necessarily be offered each academic year.

## **CORE COURSES**

### **PMGM7001 Human Behaviors in Business Organizations (6 credits)**

To manage employees effectively, building a foundation for understanding fundamentals and dynamics of human behavior in organization is essential. A focus of this course will be on how individuals, groups and organizational contexts would impact effectiveness, efficiency and success of organizations dealing with global issues. The main objective of this course is to help students acquire perspectives of how individuals, teams and the entire organization would behave and how an individual employee may experience, interpret, function effectively in organizations with diversity.

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### **PMGM7002 Managing Across Cultures (6 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 and manage conflicts effectively. 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, the principles of effective cross-cultural management and conflict resolution. The course aims to develop an understanding of key cultural differences, and how these differences influence the management of individuals, teams, and organizations.

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### **PMGM7003 Entrepreneurship in Multinational Corporations (6 credits)**

Entrepreneurship has long been acknowledged as critical to multinational corporations (MNCs). The concept of entrepreneurship in MNCs refers to the development of new opportunities and business models within large global firms, leading to the enhancement of global competitive position and the organizational profitability of MNCs. This course aims to provide an overview of entrepreneurial processes by focusing on the dynamics of how the sequence in which multidimensional actions can be effectively enacted so as to more likely achieve positive outcomes in multinational corporations. Entrepreneurship in established companies has now become very complex. Students will learn to appreciate and build business concepts, people, structures, selling, finance, knowledge and operations capacities that enable the successful business creation processes within the MNCs.

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**PMGM7004 Global Management from Economics Perspectives (6 credits)**

Business 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 develop these economic concepts and show how they can be applied to managerial decisions. Throughout the course, we will teach students to understand accounting information, and to apply economics to major financial decisions.

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**PMGM7005 Dynamics of Multinational Corporations (6 credits)**

This course studies the multinational corporations and the theoretical approaches that have been formulated to explain the growth and operation of this form of business on an international scale. Recent general theories will be considered in a critical manner to allow judgments to be made on their strengths and limitations in the changing global business environment. The emphasis will be on the global business environment and its impact on multinational corporations' strategy, structure, and functions. The main objectives are to examine the strategies that multinational corporations adopt to compete in a global market; to identify the structural solutions for maintaining control over foreign operations; and to discuss human resources management in the international context.

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**PMGM7006 Strategy for International Business (capstone course) (6 credits)**

When conducting international business, it is important to understand various industry-level factors that might affect the business performance, and to realize that these factors might operate differently in different countries. In addition, it is critical to come up with a business model that confers advantage over rivals, especially, domestic rivals, in the same industry. This course aims to address these pivotal issues by focusing on formulating and implementing business strategy in global contexts. Students will work as groups to research on selected companies in particular industries across countries and make recommendations. Output includes a report (no more than 8,000 words) and a presentation.

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**ELECTIVE COURSES****PMGM7011 Creative Global Management Problem Solving (6 credits)**

This course examines analytically and critically current problems in global management. It will address multiple employee and organizational problems that students would find beneficial to have exposures to. This course adopts a problem analytical approach to examining and understanding issues selected. Issues include tools of creative problem solving, diversity, visions, motivation systems, team building and challenges for change. This course serves to develop analytic, critical thinking, problem solving, and presentation skills that will contribute directly to effective global business management.

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**PMGM7012 International Human Resource Management (6 credits)**

One element of global management concerns the managing of human resources in a diverse, worldwide organization. To manage employees in these organizations effectively, understanding of recruiting, selecting, developing, retaining and compensating is essential. This course provides students with knowledge and understanding of managing human resources in global contexts, as well as develops student ability and skills in analyzing international human resources in present day business organizations.

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**PMGM7013 Formulation of Global Strategy (6 credits)**

This course is to provide students in-depth learning for managing the multinational corporations across various product, business, geographic markets. Specifically, the course focuses on three central themes that are critical to the successful formulation of corporate strategy: (1) What are the new businesses opportunities emerged from globalization and how could multinational corporations capture value? (2) How could multinational corporations grow in different settings through acquisitions, partnerships, or internal development, and (3) How could the multinational corporations manage the portfolio of its businesses? Overall, this course will highlight the criticality of making profound decisions about the right pathways for firms to compete in the global business landscape. To tackle these issues, this course will provide theoretical frameworks and guiding principles to analyze practical problems at the corporate

or group level experienced by managers.

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**PMGM7014 China Business Environment (6 credits)**

This course examines the opportunities and challenges that managers confront when doing business in China. It addresses the complex environment of China business with respect to economic, social, cultural, political, and legal institutions. It also aims to provide students with contemporary knowledge of the external environmental forces that are changing competition in today's China market. Threats and opportunities arising from the new rules in China will be discussed.

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**PMGM7015 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. Special attention will be given to examine how these institutions shape business operations in the global market. Throughout this course, we will also highlight some of the drivers of global macroeconomic development and its impact on international business.

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**PMGM7016 Company Field Trip (6 credits)**

This course involves visits to companies that deal with significant global management issues inside and outside of Hong Kong. Orientation before the visits includes identification and preparation of academic and practical issues to be addressed to target companies. After the visits, academic reports on the issues raised, addressed, solutions and personal take-away would be collected.

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**PMGM7017 Negotiation and Conflict Management (6 credits)**

This course is aimed at providing students with the tools to become a more effective negotiator by helping students learn how to analyze and conduct negotiations in various contexts. It will give students the opportunity to identify strengths as a negotiator and to work on weaknesses. The course will provide conceptual frameworks and principles based on academic research from a range of fields, such as interpersonal communication, psychology, and group decision-making, for students to diagnose problems and promote agreement.

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**PMGM7018 Career Management (6 credits)**

This course addresses multiple career management topics, including career stages/paths, human and social capital, employment relationships, and work-life balance. This course also highlights the career enhancing skills that are important for career progression. Upon finishing this course, students will be equipped with the knowledge of the main issues relevant for their own current and future career management. Cultural and global issues in career management will also be addressed.

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**PMGM7019 Economics of Organization and Strategy (6 credits)**

The organization component of this course discusses different theories of the firm, including the property rights approach and the incomplete contracting model. It forms the basic framework that is used to understand how various decisions are made within a firm. The incomplete contracting model can be further extended to study financial decisions such as capital structure, bankruptcy, and corporate voting. The strategy component uses game theory to understand how firms formulate strategies to cope with different competitive forces. Cases are used to illustrate how these strategies work. Examples include the meet-the-competition and most-favored-customer contractual clauses.

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**PMGM7020 Knowledge Management in Global Context (6 credits)**

This course provides an overview of the global concepts, theories, and practices of Knowledge Management (KM) and Knowledge Creation (Innovation) in global organizations and communities. Students will examine basic issues and approaches that global organizations take to create, identify, capture, validate, store, share, and apply knowledge. Techniques and tools for building a knowledge sharing platform and system will be introduced. KM and related case studies will illustrate the implementation and development of a knowledge sharing culture and innovation management in global

organizations. A special focus will be placed on the development of KM programs in practical situations.

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**PMGM7021 Corporate Governance and Social Responsibility (6 credits)**

Since the 1997-98 Asia financial crisis and the 2008-09 financial tsunami in the Western world, corporate governance and social responsibility have attracted widespread public attention in Asia. In the past few decades, Asian organizations have undergone dramatic transformations in their governance strategies. But, what are the characteristics of corporate governance in Asia? How are Asian businesses adapting their governance in response to the dynamic regulatory and business environment? What are the impacts? All of these questions are still under-explored. This is mainly because we do not fully understand our institutional and business environment and how these factors affect corporate governance. This course is designed to provide a theoretical framework to analyze these questions.

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**PMGM7022 Strategy in the Digital World (6 credits)**

This course aims to equip students with a strong conceptual foundation for understanding the digital revolution in the global business environment. As digitization transforms the nature of business across a wide range of industries, mastering the concepts and practices of digital innovation is crucial for managers, entrepreneurs as well as investors. Moreover, a global perspective is becoming ever more critical as digital technologies and platforms change both the speed and the reach for businesses to access new ideas and resources, provide their products and services, enter new markets, and navigate through both traditional partnerships and newly-emerged ecosystems. This course is theory- and research-based but practice-oriented. Through disciplined analyses of successful and unsuccessful cases across industry and national borders, this course will provide students with the sophistication to identify, evaluate and act upon new business opportunities successfully in a truly global and digital world.

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**PMGM7023 Evidence-based Management in Global Contexts (6 credits)**

The course covers evidence-based management (EBM) of organizations in global management contexts. Managers often make arbitrary decisions based on intuition, chance, preference, convenience or tradition. EBM is a potential remedy. It has gained prevalence among organizations over the years, including international organizations that operate in global contexts. It promotes a conscientious, explicit and judicious use of the best available scientific evidence from multiple sources to make informed managerial decisions. The effects of EBM on organizations, employees, and other stakeholders have been scientifically proven across many domains.

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**PMGM7024 Business Lab (6 credits)**

“Business Lab” is designed to equip students with a practical understanding of how to develop a new business under a startup environment or within a sizable organization in a real-world situation with reference to global contexts, considerations and challenges. The course will cover idea generation, business model formulation, strategic planning, financial modelling, resource and operational planning, pitching to external investor and/or internal management team, etc. The course will integrate what the students have learnt via various business and management courses, as well as applying them in a corporate scenario. Application of taught concepts / knowledge of entrepreneurship, design thinking, product / service development, strategic planning, financial forecasting, and/or marketing and promotion, etc. will be required throughout the course.

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**PMGM7025 Creating an Integrative Perspective to Understanding Global Management (6 credits)**

This course is about how to achieve alignment amongst stakeholders of enterprises operating in a global context. This entails the creation of an integrative perspective to understanding global management, both at the enterprise level and the executive level. This is of particular importance for global managers aspiring to become CEOs.

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**PMGM7026 Storytelling: Global Business Communication (6 credits)**

This course aims at developing students' organisational storytelling skills through the study of works of fiction, memoirs, and speeches from around the world. By reflecting on the importance of storytelling in management, this course will help students become better leaders.

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**PMGM7027 The European Business Environment (6 credits)**

This course aims at introducing students to the European business culture through an interdisciplinary approach. 1) History and Geopolitics: to understand how the European Union came to be and its development; 2) Sociology: to examine different issues, such as cultural identities, politics, and ethics in the European context and their impact on business relationships; 3) Management: to analyse practical issues in a European context.

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**PMGM7028 Reinventing Management in Global Capitalism (6 credits)**

Capitalism has spread across the world as a driving force for economic growth and human prosperity, but it has also created a myriad of social ills, such as environmental crisis, social inequality, and political unrest. Managerial practices are both a cause for and a solution to these global challenges.

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**PMGM7029 Workplace Wellness (6 credits)**

This course will introduce you to the basic components of wellness programmes. It will cover topics surrounding mental health, stress, anxiety, burnout, work-life balance, work recovery, coping strategies, and developing resilience. The focus will be on managerial training and implementation – how leaders can effectively help their company and the people within, achieve and maintain wellness at work. This course will also provide you with the skills to assess and develop workplace wellness initiatives based on practical application. Students will explore differences in wellness programmes across cultures to enhance a global management perspective. This hands-on course is designed with interactive and practical activities to prepare you to use these tools in your own workplace.

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**ASSESSMENT**

Candidates shall be assessed for each of the courses for which they have registered, and assessment is normally conducted in the form of coursework assessment (50-100%) and examinations (0-50%), unless otherwise specified by the course instructor.