

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 2024-25 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.

Admission requirements

MBA 1 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 one of the below:
 - (i) Graduate Management Admissions Test (GMAT); or
 - (ii) Graduate Record Examinations (GRE); or
 - (iii) GuanLi RuXue KaoShi (GRK) (applicable to the part-time mode candidates only); or
 - (iv) GMAC Executive Assessment (EA) (applicable to the part-time mode candidates only);
- (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 curricula;
- (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.

MBA 1A 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.

Qualifying examination**MBA 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 in the curriculum until they have satisfied the examiners in the examination.

Course exemption

MBA 3 Exemption of up to two required courses may be granted, 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; or
- (c) can obtain a pass at the course exemption test.

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.

Award of degree

MBA 4 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.

Period of Study

MBA 5 The curriculum shall normally extend over two academic years of part-time study, or thirteen 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.

Completion of the curriculum

MBA 6 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

MBA 7 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.

MBA 8 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.

MBA 9 Candidates who have failed a total of more than three examinations/assessments or re-examinations/re-assessments during the entire period of study of the curriculum shall be recommended for discontinuation under the provisions of the General Regulations G 12.

MBA 10 Candidates shall not be permitted to repeat a course for which they have received a passing grade for the purpose of upgrading.

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

Grading systems

MBA 12 Courses (with the exception of those listed at MBA12A) shall be graded according to the following grading system:

<i>Grade</i>	<i>Standard</i>	<i>Grade Point</i>
A+	}	4.3

A		Excellent	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

MBA12A The required course “Executive Development Workshops” is graded according to the 2-tier system of “Pass” or “Fail” and will not be included in the calculation of CGPA.

Assessment results

MBA 13 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.

SYLLABUSES FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

These syllabuses apply to candidates admitted to the Master of Business Administration in the academic year 2023-24 and thereafter.

CURRICULUM STRUCTURE

REQUIRED COURSES

Both full-time and part-time candidates must read ten 6-credit required courses, including the Capstone Project and the 3-credit executive development workshops.

ELECTIVE COURSES

Both full-time and part-time candidates must read six 6-credit 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 courses from taught postgraduate 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.

REQUIRED COURSES

PMBA6099 Executive Development Workshops (3 credits)

The main objective of this course is to strengthen your executive soft-skills which are the popular qualities that employers are looking for. Topics covered in this course include: (1) Business Communication and Presentation Skills, (2) Managerial Leadership and Executive Presence, (3) Problem Solving and Critical Thinking Skills and (4) High Performing Teams and Collaboration Skills. Assessment: 100% coursework.

This course is graded according to the 2-tier system of “Pass” or “Fail” and will not be included in the calculation of CGPA.

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.

PMBA6093 Analytics for Managers (6 credits)

(Previous Title: PMBA6065 Business Data Analysis)

This course helps you become more comfortable with uncertainty will equip you with basic methods of analysing data widely applicable in all business disciplines. The emphasis throughout the course is on concepts and reasoning. Through a combination of lectures, case studies, computer workshops and discussions, you will acquire specific skills in data analysis for decision making, but more importantly, become a more informed and critical user of these tools in business settings. You will become more confident in asking critical questions about quantitative analysis and develop a critical view on how data analytics can become a competitive advantage for organizations. Assessment: 100% coursework.

Remark: Equivalent to PMBA6065 in the old curriculum

PMBA6096 Business Ethics (6 credits)

This course addresses learning, communication, and ethical reasoning skills that impact professional performance. In this class we demonstrate how 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. Topics on corporate social responsibility and corporate governance will also be included. Assessment: 100% coursework.

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.

PMBA6094 Macroeconomics: Global Perspectives (6 credits) (Previous Title: China and the Global Economy)

This course provides a basic framework for understanding macroeconomics at both the national and international levels. It analyzes the structure and performance of the macroeconomy 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

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.

PMBA6003 Corporate Finance (6 credits)

This course provides you 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

PMBA6097 Managing Digital Innovation (6 credits)

(Previous Title: PMBA6042 Information and Operations Management)

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.

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.

PMBA6098 Marketing Strategy (6 credits)

(Previous Title: PMBA6010 Strategic Marketing Management)

Concepts and analytical tools related to value creation and delivery and needed for making marketing decisions will be covered in this course. 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.

ELECTIVE COURSES

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

PMBA6091 Advanced Negotiation (6 credits)

This course aims at providing a systematic introduction of concepts, theories and practices in negotiation, familiarizing the students with different types of negotiations, and equipping them with toolkits of effective negotiation strategies that can be applied to various business and management contexts. The course introduces the nature and types of conflict, mechanism of conflict escalation and de-escalation, and conflict resolution styles. It follows with the discussion of the characteristics of interest-based negotiation and negotiation strategies. Differentiation will be drawn between distributive and integrative negotiation strategies, and between structured vs. non-structured negotiation contexts. The course also covers various cognitive and affective elements of negotiation that contribute to the success or failure of the practice. Specifically, students will learn cognitive biases, framing, building trust, handling difficult counterparties, power and persuasion, negotiation ethics, and third-party intervention. Some topics will be covered in the context of cross-cultural negotiation and computer-mediated negotiation to cater to the need of today's international business environment. Assessment: 100% coursework

PMBA6082 Artificial Intelligence for Business Leaders (6 credits)

This course will aim to provide students with an overview of the main branches of Artificial Intelligence (AI) as well as explore use cases and practical business implementation within different industries and technologies to better understand the coming AI Human-centric revolution. Students will be able to identify and leverage AI to enhance and/or disrupt business models and whole industries while keeping in mind social and ethical dimensions for the greater good of the world. The course is also intended to aid the thinking and personal development of students so that they themselves are better able to adapt to the future job market and shape the societal systems of tomorrow. Assessment: 60% coursework, 40% examination.

PMBA6033 Asian Business and Economies (6 credits)

This course focuses 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.

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.

PMBA6089 Big Data Consumer Analytics (6 credits)

This course looks to introduce students to the various methods and strategies to make sense of the data. We will cover topics including advance and Big Data predictive analytics, machine and deep learning, text mining and analysis, image and video analysis, and geospatial and mobility analytics. Students will have real hands-on practice exercises with these methods, learn how to generate insights from large and unstructured data, and build an understanding of its strategic relevance in creating sustainable competitive advantage. The course will also bridge these technical methods with social sciences and consumer behavior. We will cover a number of case studies, with an emphasis on Asia, in sundry industries including retailing and e-commerce, advertising, FinTech and retail financial sectors, telecommunication, and transportation and smart nations. Finally, we will discuss the interwoven dependencies on the legal frameworks with Big Data, including issues relating to privacy, regulations, rights, consumer reactions and adherence to data legislation in different markets. Assessment: 100% coursework.

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: PMBA6098 Marketing Strategy / PMBA6010 Strategic Marketing Management

PMBA6108 Building Successful Digital Ventures: Spotlight on Product Management & Digital User Engagement (6 credits)

This course will cover the entire product management process, and place particular emphasis on user engagement and interactive experience management. Students will engage with Israeli startups and multi-national corporations, providing them with practical, product-focused skills which will make them better product managers, investors, consultants, and leaders in their field. This course will equip students with a cutting-edge skillset, critical for innovation and decision making. Students will examine the notion of user engagement and will survey behavioral theories, relevant to digital experiences and increasing users' satisfaction and retention. Assessment: 100% coursework.

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.

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: PMBA6093 Analytics for Managers / PMBA6065 Business Data Analysis &

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.

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.

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.

PMBA6027 Business Valuation (6 credits)

This course is designed to help students conduct valuation using financial statements. The course introduces concepts, tools and skills used for analyzing financial statements. Topics cover strategy, accounting and financial analysis; forecasting financial performance; valuation theory and practice; as well as business valuation in a private equity setting. Students will have the opportunities to apply the concepts and skills in analyzing financial statements and valuing real companies in the course. This course will be useful for students who are interested firms' valuation, particularly useful for students

who are interested in finance and entrepreneurship. Assessment: 80% coursework, 20% examination

Prerequisite: PMBA6013 Accounting for Business Decisions

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. Chinese state-owned enterprises, China's private enterprises, and foreign invested or foreign multinational enterprises. It focuses on distinct aspects of the Chinese business environment that companies must address if they are to succeed in one of the world's most important and misunderstood markets. The course will focus on the Chinese political / governmental system that influences the economy, the major initiatives that might provide opportunities for business, and the international relations that may complicate business for both Chinese and non-Chinese companies. In addition to a range of background documents on China and its economy, we will also use cases on China's state-owned enterprises, China's private enterprises, and foreign enterprises operating in China to identify the distinct challenges and opportunities that different types of firms face in China. Assessment: 100% coursework.

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: PMBA6098 Marketing Strategy / PMBA6010 Strategic Marketing Management

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.

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.

PMBA6109 Consumer Insights: Foundations and Practical Tools (6 credits)

Consumers do not always make rational and predictable decisions based on the information provided by firms and retailers. A deep understanding of consumer psychology will enable you to better predict consumers' behavior in the marketplace and develop important skills to influence consumers and make effective business decisions. This course aims to provide hands-on experiences applying knowledge about consumer behavior to identify important problems in real business practices, analyze available data, and provide insightful recommendations. Assessment: 100% coursework.

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.

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.

PMBA6084 Crisis Management in a Global Business Environment (6 credits)

This course will explore the real-time, hands-on process of crisis management that organizations utilize in our global business environment. We will examine how organizations have reacted to past crisis situations and we will simulate real-world crisis situations, as a learning tool. The course will involve lectures, academic research, discussions and guest speakers, all of which will help you prepare for future crisis management situations. Assessment: 100% coursework

PMBA6100 Decoding Branding in the New Era (6 credits)

This course combines the most critical theories as well as the most current marketing topics, including branding in the digital age, emergence of disruptive brands, brand management during economic turmoil, CSR and sustainability, big data and big branding, the art and science of branding, and Post COVID-19 branding insights, etc. With the increasing importance of the China market to any organization, this course will also analyze the latest market development of China and how brand-owners can better prepare themselves to seize the substantial business opportunities in China. Throughout the course, the concept of branding will be thoroughly examined holistically. Assessment: 100% coursework.

PMBA6106 Design Thinking Meets Business (6 credits)

Design Thinking for Business is an immersive course that presents students with a real challenge, allows them to explore the entrepreneur inside of them, be exposed to the startup nation ecosystem in Israel, using design tools, brainstorming solutions with a team, creating an MVP prototype and presenting it to funders. In this course, students will develop an exploratory and creative skill set critical for innovation and decision making. Assessment: 100% coursework.

PMBA6107 Disrupting Business Models with Blockchain (6 credits)

This course will be a practical guide to the technology, helping the student to discern realistic implementation versus the hype and fiction that sometimes surrounds the technology due to its cryptocurrency roots. It will focus on existing successful enterprise use cases, but also cover emerging concepts (DeFi, NFTs, DAOs) that business leaders should be aware of and how they might leverage the innovations. The course will interweave this theory and use cases with a series of guest lectures from people working in various areas of the industry. Assessment: 100% coursework.

PMBA6080 Doing Business on the “New Silk Road” (6 credits)

The course explains the strategies and mechanisms of the Belt and Road Initiative (BRI) and gives an insight to conducting business in the 65+ countries in the 6 development corridors participating. We are covering economic, strategic, legal and practical business issues from highly developed countries to operating in war zones. Starting from the infrastructure projects themselves we are looking holistically into what this means for the economic and social developments, and how the BRI initiative has the potential to re-shape the world. Assessment: 100% coursework.

PMBA6113 Effective ESG – Assessing, Advising & Leading (6 credits)

The goal for the course will be for participants to form their own evidenced based mental model of what they believe effective ESG is. This course will in turn prepare each participant to use their mental models of effective ESG to assess, advise and lead organizations in this subject. The development gained from this course will be relevant to a wide range of future careers and not limited to those who intend to specialize in ESG. Assessment: 100% coursework.

PMBA6104 Entrepreneurial Incubation Lab (6 credits)

The course 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

PMBA6060 Entrepreneurship and Ventures (6 credits)

This course will 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. You 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. You will also discover and evaluate opportunities, develop possible business models and prepare a venture plan. Assessment: 100% coursework.

PMBA6111 ESG, Sustainable Finance and Impact Investing (6 credits)

This course provides an overview of financial instruments and activities that are critical for sustainable, climate-resilient worldwide economic development. It covers topics such as green bonds and sustainability-linked bonds, which are important constituents of the green and sustainable finance markets. Environmental, social and governance (ESG)

ratings are discussed through cases and examples. Active ownership and impact investing through which institutional investors engage corporations to achieve positive ESG outcomes consistent with Paris Agreement are explained. Government regulations and industry best practices for ESG disclosures and reporting are elaborated. Assessment: 100% coursework.

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.

PMBA6077 Financial Crises, Governance and Regulation (6 credits)

Financial crises have been key drivers of regulatory change. From the Great Depression to the Great Recession, policymakers have redefined the dynamics of the financial services industry in efforts to eradicate undesirable practices and events. The economic destruction caused by the most recent financial crisis spurred dramatic action by governments and their appointed financial sector regulators. External oversight and internal governance models have changed significantly as a result. This course will examine several prominent financial crises and consider the regulatory and governance environment both prior to, and post, the event. The primary cause of the crisis will be first explored; the role of the regulator and its response assessed; and the successes and failures of those responsible for governing finance sector organizations evaluated. The course will prepare students for the complexities of the current regulatory environment and what to expect when the next crisis appears. It will also develop a student's understanding of the requirements to successfully govern an organization at the senior executive and Board level. Assessment: 80% coursework, 20% examination.

Prerequisite: PMBA6003 Corporate Finance

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.

PMBA6032 Global Marketing Management (6 credits)

This course will allow you to deepen your 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 organization, planning and control. Assessment: 100% coursework.

Prerequisite: PMBA6098 Marketing Strategy / PMBA6010 Strategic Marketing Management

PMBA6053 Global Transformations – Asian Dynamics: Challenges for 21st 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 21st 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.

PMBA6081 Hedge Funds: Strategies, Business Management & Institutions (6 credits)

This course is an in-depth study of the hedge fund industry. We will study hedge fund trading strategies, the business model of hedge funds, hedge fund investors, as well as the institutional and regulatory framework in which hedge funds operate. The course will evaluate and analyze popular hedge fund trading strategies, including equity strategies (activist, market-neutral, long/short, event-driven, etc.), arbitrage strategies (derivatives, convertible, fixed-income, currency and global macro, etc.), and fund of hedge funds. The course will also analyze the hedge fund business model, including: performance evaluation and risk management; fund compensation and contractual features; transaction costs and market impact; as well as fund raising and marketing. In addition, the course will study the institutional relationships hedge funds have with service providers (prime brokers, custodian banks, etc.) and with regulators. We will also discuss public policy implications and the value of hedge funds in society. This course is designed to provide students with the skills necessary to evaluate hedge fund strategies, and to develop, manage, and successfully grow a hedge fund business. Assessment: 80% coursework, 20% examination.

Prerequisite: PMBA6003 Corporate Finance

PMBA6105 How Global Companies Make the Five Key Strategic Decisions (6 credits)

This course explores how major global companies make their five key strategic decisions—how they create and resource revenue opportunities; how they “go to market”; how they design and build operations and management practices; how they deter competitors; and how they navigate foreign market environments and manage government authorities. This course explores how companies use and integrate the tools and ideas covered in the MBA Programme’s curriculum. Assessment: 100% coursework.

PMBA6087 Insights and Lessons – Reflections of a CEO (6 credits)

The course instructor was a CEO who has transformed four major organizations in Hong Kong, namely, Dragonair, Ocean Park, Cathay Pacific Airways and Hang Lung Properties. This course highlights the practical lessons and experiences accumulated in his 42-year career. Students will share the experiences and obtain a better understanding of the top-level business and strategy issues. Assessment: 100% coursework.

PMBA6090 Insights to Drive Success: Special Topics by Business Leaders and Industry Experts (6 credits)

In this course, our students will learn general business and domain specific knowledge from four top business leaders and industry experts in the region. Emphasis is placed on transferring highly practical and valuable skills and tools. Our distinguished instructors will share with the class deep insights they have accumulated and systematic frameworks they have developed over decade(s) of accomplished careers. This course will create value for you whether you aim to advance in your career, make better business decisions, or be a more successful investor. Assessment: 100% coursework.

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.

PMBA2959 International Field Project (6 credits)

With shifting global economic patterns, the knowledge and field experience in different countries and economic regions is inevitable to be successful on an international and

local scale. The international field project is a practical course, which proceeds by visiting companies and institutions to learn about businesses and public services and collect data which serves as a basis for course work. It also gives a cultural perspective and encourages observing international differences in markets, objectives, and operations. Classroom teaching, prereading literature and reviewing current events lay the foundation, but the main pedagogic concept is to analyze companies and institutions visited and extract lessons learned. This can mean the application of best practices back home, the assessment of opportunities for Chinese companies in the visited counties and how to build closer professional and personal ties. Ideally, students already have a sound knowledge of professional practices and some core MBA curriculum subjects, so they can apply and calibrate this in a new context and realities outside the classroom. Further, global contexts will be discussed and the relation to trade agreements and initiatives such as the "One Belt, one Road Initiative". Assessment: 100% coursework

PMBA6083 Interpersonal Dynamics: Leading Teams and Organizations (6 credits)

This course aims to give students an overview of best practices in leading teams and organizations with a focus on interpersonal dynamics, and to help them to build resilient organization and make better leadership decisions. Various important topics are included, such as the role of leadership in a business landscape of accelerating change, technology disruption and global complexity, as well as new rules of collaborating across cultures, generations and in virtual teams. Assessment: 100% coursework

PMBA6115 Investments and Asset Allocation (6 credits)

This class is aimed to cover the basics of investments and modern portfolio theory and extend this to complex issues of asset allocation including alternative assets. Thus, this course cover a mixture of traditional assets (stocks, bonds, etc.) and alternative assets (hedge funds, private equities, private credit, etc.) and how to allocate between them. Assessment: 100% coursework.

Prerequisite: PMBA6003 Corporate Finance

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.

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.

PMBA6016 Management Consulting for Consultants and Managers (6 credits)

This course is targeted to MBA Candidates and future business executives. It is meant to explain what consulting is, what consultants do, how to practically prepare for a consulting career and decide on what type of consulting to practice. It is also meant for future business executives to better understand what consultants bring to a company and how to best use them. This course will also put a particular emphasis on preparing students for the interview process, which is specific to consulting firms (e.g., several “Case Interviews” in 2-3 rounds): process itself, types of cases, useful frameworks and approaches, skills sought after by Consulting firms, etc., with actual cases discussed in class, and case preparation expected outside classes as well. Assessment: 100% coursework.

PMBA6086 Managerial Accounting and Decision Making (6 credits)

The main goal of this course is to learn how to provide superior information to those running a company so that they can make better decisions and more successfully compete for customers, suppliers, employees, and so forth. The practice of managerial accounting involves innovation, experimentation, diversity, success, and failure as businesses tinker with their managerial accounting systems to create superior information for decision making. Certainly there are “best practices” in managerial accounting; you will learn about them in this course. But remember that a good business is always re-examining its internal information system to see whether the system can be coaxed into providing better, timelier data. Assessment: 50% coursework, 50% examination.

Prerequisite: PMBA6013 Accounting for Business Decisions

PMBA6110 Managing Black Swans (6 credits)

This course aims to help business leaders and policy makers to improve their decision making under extreme uncertainty. It synthesizes the recent research on Black Swan events and develops ideas and tools for managing them. It will deal with the following questions. What are Black Swan events? How do they affect investment, business and society? What can we do to make better decisions in the world full of Black Swan events? Assessment: 100% coursework.

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 you with a solid understanding of the nature and dynamics of high-tech industries; and with essential knowledge on marketing that allow you to create winning strategies for their organizations competing in this industry. Assessment: 100% coursework.

PMBA6076 Mergers and Acquisitions (6 credits)

This course is designed to help you 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

PMBA6035 Multinational Enterprises Strategy (6 credits)

This course is designed to broaden your 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.

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. This course covers topics such as 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: PMBA6097 Managing Digital Innovation / PMBA6042 Information and Operations Management

PMBA6101 Operations Analytics (6 credits)

This course introduces the concepts of operations management and the application of analytic techniques in solving problems an organization faces in its operations. Operations of an organization concerns the management of the processes which convert inputs into outputs. Effective operations management involves managing people, equipment, and other resources. This course will provide students with the analytical tools needed to understand and articulate the impact of an organization's processes and the ability to continuously improve these processes. By introducing rigorous analytic methods and theories, this course demonstrates ways to apply structured thinking on loosely defined real-life operations processes. Assessment: 50% coursework, 50% examination.

PMBA6024 Opportunity Discovery and Entrepreneurial Development (6 credits)

This course aims to provide the 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 of you who anticipate founding technology-based ventures or are currently working for them. Assessment: 100% coursework.

Prerequisite: PMBA2963 Managerial Economics

PMBA6092 Python for Managers and Strategists (6 credits)

This course is an introduction to programming with Python for beginners. Python is a useful and popular language used by many businesses, including leading technology companies. There are many applications of Python, including building websites, web scraping, and data analysis for forecasting. In this course, we will be learning the basics of programming and its business applications. This course aims to give students an edge in their business decision making and career development. Assessment: 100% coursework.

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.

PMBA6112 Renewable Energy Finance (6 credits)

The goal of this course is to provide students and introduction to the topic of renewable energy finance and develop the concepts and practical tools that are essential in this field. The course contains lectures, problem solving exercises, cases, and academic paper reading. Lectures and exercises are used to develop the basic skills, academic paper reading deepens the understanding, and case analyses improves the decision-making ability under complex real-world situations. The course will be case intensive and requires a substantial amount of reading and discussions. The course assumes that students already have a good knowledge and understanding about basic finance concepts, such as net present value and investment valuation. Assessment: 65% coursework, 35% examination

PMBA6023 Risk Management (6 credits)

This course explores 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.

PMBA6114 Strategic Human Resource Management (6 credits)

Strategic human resource management (HRM) aims to maximize the value of human capital with a wide range of tools, such as the design of business models, performance measures, compensation systems, and workplace rules. This course covers the content knowledge in the following topics: (1) how to use people factors to upgrade the business models in the digital economy era, (2) how to use Key Performance Indicators (KPIs) and Objectives and Key Results (OKRs) to enhance human productivity and firm performance, (3) how to select a person who will perform well and stay long, (4) how to design compensation structures for organizations and design monetary and non-monetary incentives for individuals, and (5) how to gamify the workplace with a human-focused, rather than a function-focused mindset, etc. The course offers a lot of interactive opportunities to apply what we learned to solve problems in different case scenarios. Assessment: 100% coursework.

PMBA6088 Strategy & Organization (6 credits)

This course focuses on the link between organizational structure and strategy. The core question the course addresses how firms should be organized to achieve their performance objectives. To do so, the course makes heavy use of concepts and tools taught in Managerial Economics and Competitive Strategy. The first part of the course takes the firm's boundary and activities as given and studies the problem of organizational design; topics include incentive pay, decentralization, transfer pricing, and complementarities. The second part examines the determinants of a firm's boundaries and covers such topics as horizontal and vertical mergers, outsourcing, and diversification. Assessment: 45% coursework, 55% examination
Prerequisite: PMBA2963 Managerial Economics & PMBA6011 Competitive Strategy

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 organization'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: PMBA6097 Managing Digital Innovation / PMBA6042 Information and Operations Management

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

Taught as a series of real-world use cases and guest lectures by leading innovators and tech entrepreneurs in the Fintech and InsurTech industry, students will develop a strong understanding of the main trends changing the industry landscape. This course will provide students with a practical knowledge of how business models in financial services have evolved over the last few decades and how technology and innovation are reshaping the Financial Services industry. The students will also gain insights about how technologies such as Artificial Intelligence, Big Data Analytics and Blockchain are transforming the industry and how fintech in Web 3.0 presents new opportunities. Assessment: 100% coursework.

PMBA6071 Trade Policy (6 credits)

This course aims to provide you with 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.

PMBA6064 Turnaround Management and Corporate Resilience (6 credits)

This course is designed to train you 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

PMBA6048 Venture Capital and Private Equity (6 credits)

Private Equity (PE), including Venture Capital (VC), has become an increasingly important asset class for most institutional investors. This course shall focus on the most recent developments of the PEVC industry and also provide an overview to students. This course shall examine how PE and VC work, mitigate risks, and generate returns and will also discuss the processes ranging from screening to exiting deals. The objective of the course is for students to gain deep knowledge into PEVC from not only case studies, model simulations, but also experiential learning similar to that of field PEVC professionals through students' team collaboration to experience the art of negotiating and closing deals, which aims to mimic the real-world situation. Assessment: 80% coursework, 20% examination

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