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**ADMS** | **Advanced Diploma in  
Management Studies Programme**

**Student Handbook**

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# 1 THE COURSE STRUCTURE

## Part I Comprises 8 Basic Modules.

<i>Module Code</i>	<i>Module Name</i>
61	Introduction to Management
62	The Economic Environment
63	Accounting for Managers <sup>1</sup>
64	Operations Management
65	Organizational Behaviour
67	Marketing <sup>2</sup>
68	Information Technology
69	Business Law

## Part II Comprises 6 Optional Modules. Students must select any 2 out of the 6 Modules.

<i>Module Code</i>	<i>Module Name</i>
71	Human Resources Management
72	Change and Quality Management
73	Financial Management
78	Management Accounting <sup>#</sup>
79	Business Communication
91	Advertising and Integrated Marketing Communications

<sup>#</sup> “Management Accounting” will NOT be offered starting from Spring Term 2016

## Part III Comprises 2 Compulsory Modules.

<i>Module Code</i>	<i>Module Name</i>
81	Business Strategy
82	Management Project

<sup>1</sup> Prerequisite for “Financial Management” and “Management Accounting” in Part II

<sup>2</sup> Prerequisite for “Advertising and Integrated Marketing Communications” in Part II

## 2 GENERAL INFORMATION

### Class Codes

Classes are represented by codes which are composed of four digits and one character.

Digit 1 represents **Day** of lecture

Digit 2 represents **Time** of lecture

For Spring and Autumn Terms:

1 - 6:15 pm to 8:15 pm; 2 - 8:20 pm to 10:20 pm

3 - 2:00 pm to 4:00 pm; 4 - 4:15 pm to 6:15 pm

(for all classes in Tin Shui Wai Centre, "1" represents 7:30 pm to 9:30 pm)

All classes will be scheduled from 7:00 pm to 10:00 pm with 10 period for all terms, starting from 2015 Autumn Term.

For Summer Term:

1 - 7:00 pm to 10:00 pm; 2 - 2:00 pm to 5:00 pm; 3 - 5:15 pm to 8:15 pm

(for all classes in Tin Shui Wai Centre, "1" represents 6:45 pm to 9:45 pm)

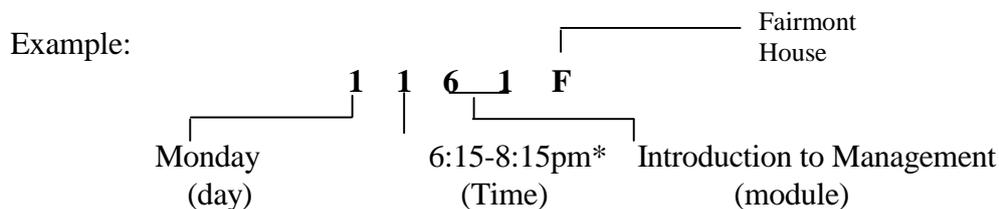
Digits 3+4 represent **Module** (see p.1)

The Final Character represents **Venue**

F - 14/F, Fairmont House, 8 Cotton Tree Drive, Central, HK

G - Johnson Electric Tin Shui Wai Management Development Centre, The Hong Kong Management Association K S Lo College, Kenswood Court, Kingswood Villas, Tin Shui Wai, N.T.

L - HKMA Li Ka-shing College of Professional & Continuing Education, 8 Hoi Wang Road, Mongkok (West), Kln



\* may indicate different timeslots (please see the above description)

## Student Enquiries

The ADMS Secretariat provides students with general services on academic related matters, ranging from student admission and registration, the conduct of examinations and processing of examination result, to the issue of certificates and diplomas.

The ADMS Secretariat is located at 16/F, Tower B, Southmark, 11 Yip Hing Street, Wong Chuk Hang, Hong Kong is open for enquiries during normal office hours.

A student who wishes to make a comment, suggestion, or complaint on any ADMS matter should do so in writing to the ADMS Secretariat, and state clearly his/her name, address and class attended (or contact Ms Esther Mok or Grace Mo on 2774-8505 or 2774-8538). No action will be taken on any complaint which is anonymous.

For enquiries concerning course administration details, please contact:

Ms Tremanda Tse 2774-8584      Ms Esther Mok 2774-8505

## Module and Other Fees

Module fees paid are non-refundable after the refund deadline except in the case of class cancellation. The Secretariat reserves the right to cancel a class, in which case module fees paid will be fully refunded as soon as cancellation of the class is confirmed. The Secretariat reserves the right to adjust its module fees from time to time.

All students must submit their enrolment forms together with a crossed cheque for the payment of module fees before the enrolment deadline. Details on the fees are set out below:

<b>Particulars</b>	<b>Payment/Request</b>	<b>Fee (HK\$)</b>
Withdrawal	Before term commencement	10% of module fee
Change of Class	Before term commencement	\$200/module (subject to space availability)
Retention of Module Fee	Before term commencement	\$100/module
Exemption	Before term commencement	Processing fee: \$100/module Full exemption: \$400/module Conditional exemption: \$500/module
Remedial Exam	One month before examinations (upon notification by the Secretariat)	\$350/module
Appeal against Exam Result	Within 14 days after the issue date of result slips	\$350/module
Transcript/Reference Letter		\$100/copy
Certificate of Attendance		\$100/copy
Re-issue Student Card		\$50/copy
LingnanU Library Reader's Card	Before Term Commencement (only for Parts II & III students)	\$200/year

*Notes: All fees (except module fees) are non-refundable and subject to adjustment.*

All transactions made by students arising from the ADMS Programme must be settled by crossed cheques made payable to The Hong Kong Management Association. Fees are subject to adjustment from time to time.

In the event of the Secretariat continuing to provide services to a student who has failed to pay the due fees by the specified date, this shall not be construed as the Secretariat waiving any of its rights and powers or any other legal rights and remedies it may have, including but not limited to the right to bring an action against a student for non-payment of fees. The Secretariat reserves the right to refuse registration for a further course of study to student who is in debt to the Association. No diploma or academic certificates shall be issued to a student who is in debt to the Association.

## **Graduation and Diploma**

Upon successful completion of the ADMS Programme, students will be conferred the appropriate academic awards.

A graduation ceremony is normally held in November or December each year. After the announcement of the examination results, students who are eligible for academic awards will be informed by letter and will be requested to confirm their attendance at the ceremony.

The Secretariat keeps a record of the personal particulars provided by students at the time of application, and this information will be taken as their personal data for graduation. ***The students' name on the record will be taken as final and be printed on their diplomas.*** It is the students' responsibility to inform the Secretariat of any changes to their personal details.

Diplomas will normally be available for collection around 4 months after the release of results. Students will be notified of the exact dates in a letter inviting them to come for collection, subject to his/her module fee and membership fee being fully paid. It is the students' responsibility to collect the diplomas according to the schedule. Once collected students are responsible for the safe custody of their diplomas as the Association and the University will under no circumstances issue any duplicate or replacement.

## **E-mail Broadcast**

ADMS announcements and notices will be made via email. Students should notify the ADMS Secretariat of changes of their email address.

## **ADMS Past Exam Paper Archive**

For students' reference, the ADMS examination papers of 6 terms are accessible through internet.

Steps for searching:

1. Go to website: <http://www.hkma.org.hk/adms/pastpaper> or <http://www.hkma.org.hk/adms> and click into "Student Information"
2. Key in the Login password: ADMSPAPER

## Arrangements During Bad Weather

Typhoon/ Rainstorm Warning Signal	Action to be Taken
When Typhoon Signal No.3 or below/ Amber or Red Rainstorm Warning is in force	All classes and exams will be held as scheduled
<p>When the Observatory announces the following warning(s) <u>before</u> classes/ exams:</p> <ul style="list-style-type: none"> <li>• Typhoon Signal No.8 or above/ Black Rainstorm Warning is in force</li> <li>• Typhoon Signal No.8 or above will be hoisted within 2 hours</li> </ul>	No classes and exams will be held
<p>However, if Typhoon Signal No.8 or above/ Black Rainstorm Warning is:</p> <ul style="list-style-type: none"> <li>• lowered at or before 7:00am</li> <li>• lowered at or before 12:00 noon</li> <li>• lowered at or before 4:00pm</li> </ul>	<p>All classes and exams will be held as scheduled</p> <p>on or after 2:00pm classes and exams will be held as scheduled</p> <p>on or after 6:00pm classes and exams will be held as scheduled</p>
<p>When Typhoon Signal No.8 or above is in force:</p> <ul style="list-style-type: none"> <li>• <b><u>during</u></b> classes</li> <li>• <b><u>during</u></b> examinations</li> </ul>	<p>All classes already in progress will be dismissed immediately</p> <p>All exams already in progress will continue unless the Chief Invigilator is advised by the ADMS Secretariat that it should be terminated</p>
<p>When Black Rainstorm Warning is in force:</p> <ul style="list-style-type: none"> <li>• <b><u>during</u></b> classes/ examinations</li> </ul>	All classes and exams already in progress will continue

NOTE: Make-up sessions will be arranged for all cancelled classes in due course.

## **3 GENERAL REGULATIONS AND PROCEDURES**

### **Admission**

All successful applicants will be notified by mail of their admission to the programme in due course. If applicants do not receive such notification by the appropriate time, it is their responsibility to make enquiries at the ADMS Secretariat during office hours.

### **Maximum Period of Study**

The maximum time span that a student can be enrolled in the course is *four years*. When a student exceeds this period or it is clear that he/she cannot complete the course within that period, he/she will be required to withdraw from the course.

### **Student Identity Card**

All new students are required to provide one coloured passport size photo to the ADMS Secretariat for the issue of student card upon their admission to the programme.

The ADMS student identity card is not transferable. The holder is entitled to the rights and privileges of a student within *four years* after initial registration.

The student identity card is for use throughout a student's study on the course up to the expiry date imprinted on the card. Students are required to bring along their student identity cards at all times while in the Association premises and/or at the out centres.

In case the student identity card is lost or damaged, a student should apply for a replacement at the ADMS Secretariat. A replacement fee of HK\$50 will be charged.

### **Change of Personal Particulars**

Information on personal particulars provided by a student in his/her application form at the time of admission will be used for setting up a student's permanent record. Information supplied should be correct and updated at all times as it will be used for all official documents, including diploma and transcripts. It is therefore the student's responsibility to notify the Secretariat in writing as soon as there are changes in his/her personal particulars.

### **Change of Class**

Applications for change of class are allowed subjects to space availability. Written requests should be made before the commencement of each term.

### **Class Attendance**

A minimum of **70%** attendance is required for satisfactory completion of a module. Students failed to achieve the above attendance requirement will be barred from sitting for the final examination and are required to retake the modules concerned.

Attendance at lectures is restricted to the session time for which students registered. Students should bring along their Student Cards during all classes and sign the attendance registers. Taping of lectures is strictly forbidden.

Students who are 15 minutes late are required to sign the register, together with time of arrival, in front of the lecturer. Students who sign the attendance registers but do not attend the classes will be considered as absent.

The Secretariat will arrange make-up classes for public holidays and cancelled classes on Tuesday, Saturdays or Sundays. In case the make-up classes clash with other classes, it is the students' responsibility to contact the Secretariat for other possible arrangements. The Secretariat reserves the right to cancel a session, to change lecturer, time or venue due to unforeseen circumstances.

### **Transcripts and Certificates of Attendance**

Transcripts or Certificates of Attendance will be issued upon written request. A cheque payment of HK\$100 must be made for each transcript and HK\$100 for each Certificate of Attendance requested. Normally, it takes about one week to prepare the transcript and Certificate of Attendance.

### **Reference Letters**

Reference letters will also be issued upon written request with a cheque payment of HK\$100 for each copy.

### **Handout Materials**

All handout materials and readings obtained in class are strictly for participants' own educational purposes. Participants are strictly prohibited from copying or reproducing by any means or in any form without the Association's written consent.

### **Library**

- (i) ADMS students who have proceeded to Parts II & III of the programme can apply for a Lingnan University Library Reader's Card at an annual fee of \$200. Cardholders are entitled to use all library facilities, except for the borrowing service. The library catalogue can be accessed through the web site of Lingnan University <http://www.library.ln.edu.hk>.

The Library is centrally located on Lingnan campus in Yuen Long. It occupies a total floor area of 3,000 sq. metres on two levels. Currently, it has over 200,000 books, journals and media resources. One of its strengths of the collection is in business and management.

- (ii) All ADMS students are eligible to use the library services at HKMA Li Ka-shing College of Professional & Continuing Education. Students can borrow a maximum of 6 items for 14 days at one time with their student card. Borrowers may renew a loan for one additional period (14 days).

Opening Hours:

Monday to Friday	6:00 pm - 10:00 pm
Saturday	9:00 am - 7:00 pm
Sunday	1:00 pm - 6:00 pm

The Library will be closed for the Public Holidays.

HKMA Li Ka-shing College of Professional & Continuing Education is located at 8 Hoi Wang Road, Mongkok (West), Kowloon.

## 4 GUIDE TO STUDY PLANNING

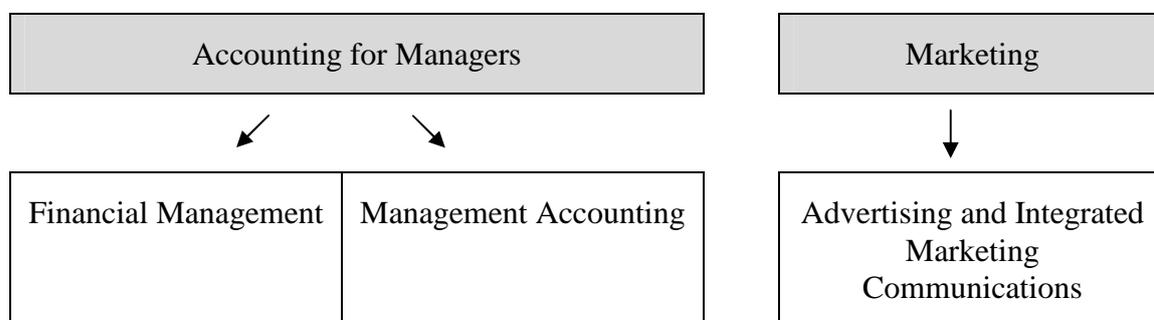
1. The programme consists of 3 parts which should be completed in sequence. To provide students with greater flexibility in planning their studies, Part II modules are allowed to be enrolled together with the remaining Part I modules in the same term; and likewise for Part II and Part III modules.
2. However, the following enrolment combinations are **NOT** allowed:

Part I Prerequisite Modules

Part II Optional Modules

Accounting for Managers + Financial Management / Management Accounting

Marketing + Advertising and Integrated Marketing Communications



■ Modules shaded are prerequisite Part I modules which should be attempted before proceeding to the respective Part II modules.

3. Each academic year consists of 3 terms, and in each term students can enrol in 4 modules maximum, i.e. the 12-module ADMS programme can be completed in a minimum period of 12 months. Students should schedule their studies carefully in order to be able to complete the programme within the maximum 4-year time span. Extension may be granted at the discretion of the Secretariat with compelling reasons.
4. Not necessarily all modules be offered at each venue and in each term. The Secretariat may cancel a class due to insufficient enrolments. Enrolment in respective classes will be accepted on a first come first serve basis. Early application is advised.

## 5 EXAMINATION REGULATIONS AND PROCEDURES

### Assessment

The course will be assessed by both continuous assessment and examination, in proportions which vary amongst course modules.

Assessments may be held during any session of each module and may take different forms - a written paper, a case study, exercises or tests - as required by individual lecturers. A close-book final written examination will be held after the conclusion of the last session.

A student who is unable to sit for an examination but has medical or other compelling reasons may apply in writing with documentary evidence for a remedial examination. The application should be made at the earliest possible moment before the examination is held. The assessment schedule for the course is set out below:

Module	Duration of Written Examinations	% Assessment	
		Final Examination	Continuous Assessment
<b>Part I</b>			
Introduction to Management	2 hours	60%	40%
The Economic Environment	2 hours	60%	40%
Accounting for Managers <sup>1</sup>	2 hours	50%	50%
Operations Management	2 hours	70%	30%
Organizational Behaviour	2 hours	60%	40%
Marketing <sup>2</sup>	2 hours	60%	40%
Information Technology	2 hours	60%	40%
Business Law	2 hours	70%	30%
<b>Part II</b>			
Human Resources Management	2 hours	60%	40%
Change and Quality Management	2 hours	60%	40%
Financial Management	2 hours	70%	30%
Management Accounting	2 hours	70%	30%
Business Communication	2 hours	60%	40%
Advertising and Integrated Marketing Communications	2 hours	50%	50%
<b>Part III</b>			
Business Strategy	2 hours	50%	50%
Management Project	N/A	80%	20%
		(Final Project)	(Project Proposal)

Remarks:

<sup>1</sup> Prerequisite for “Financial Management” and “Management Accounting” in Part II

<sup>2</sup> Prerequisite for “Advertising and Integrated Marketing Communications” in Part II

## Grading Scheme

The final grade of a module is classified according to the overall marks, after adding together the continuous assessment and the final examination scores according to the weighting of each in the module (see Assessment Schedule on p. 10).

The pass mark for all individual modules is normally 50%.

Continuous assessments and examinations will be marked in numerical terms but only letter grades will be disclosed to students.

The dividing lines for grades A, B, C and D are decided by the Examination Board, and thus may vary from term to term.

GRADE	STANDARD	GRADE POINTS	RESULTS
A	Excellent	4	allowed to progress
B	Good	3	allowed to progress
C	Fair	2	allowed to progress
D	Marginal Pass	1	allowed to progress
F	Failure	0	- failed, or absent from the exam without the Secretariat's prior approval - required to take the remedial examination * - will be awarded no higher than C grade
Ab	Absent	0	- absent from the final examination with the Secretariat's prior approval - required to take the remedial examination * - will be awarded the actual grade
R	Remedial Failure	0	- Failed, or absent from the remedial examination without the Secretariat's prior approval - required to take the module again or other fresh module instead
DQ	Disqualified	0	- Disqualified from sitting the examination due to failure to maintain a minimum of 70% of attendance - required to take the module again or other fresh modules instead

\* all remedial examinations must be taken in the **subsequent Spring Term, Summer Term or Autumn Term, whichever is sooner**

## Management Project

The aim of the Management Project is to enable participants to demonstrate the ability to apply their knowledge and skills to a real management situation.

Students are required to undertake an investigation into a selected aspect or aspects of an organization's own operation. Such an investigation should preferably be carried out in the student's own organization.

It is not expected that this exercise will be addressed as a thesis or dissertation, but will give rise to a management report. Accordingly it must be of a form which would be acceptable to a senior management group or Board of Directors.

Assessment of the project will have two components. First, there is the Project Proposal, which accounts for 20% of the project mark. Second, there is the Final Project, which accounts for 80% of the mark.

Students should take special note of the fact that the overall assessment takes into account not only the quality of the written report but also the methodology employed, the planning, and the execution of the project, the collection, processing and interpretation of data, the critical analysis used, the conclusions drawn and the final presentation.

If the project is not submitted by the deadline but within one week thereafter the overall grading will be reduced by one grade. Projects submitted after this will not be accepted.

Projects which receive a mark of less than 60% but not less than 55% (Grade F) may be revised and resubmitted within one month after the announcement of the result with a remedial fee of HK\$350. Those receiving a mark of less than 55% (Grade DQ) will have to retake the module in its entirety.

<b>Grade</b>	<b>Performance</b>	<b>Results</b>
A	Excellent	allowed to progress
B	Good	allowed to progress
C	Fair	allowed to progress
F	Failure	required to revise and re-submit the project within one month after the announcement of the results
DQ	Disqualify	required to re-take the Project module again

## **Progression**

Only students whose attendance meet the minimum of 70% shall be permitted to sit for the final examinations.

A student may register on the course for a maximum of four years, including any years when the student has been absent for reasons which are considered to be acceptable by the Joint Course Leaders.

During the end-of-term assessments, the Board of Examiners should make a final decision on a student's performance, under one of the following categories:

- a) passed, eligible for progression/award;
- b) failed, required to take re-assessment in the coming term;
- c) failed, required to repeat the whole module or other fresh modules instead;
- d) failed, required to withdraw.

In order to progress from one stage of the course to the next stage a student must have obtained a minimum of 50% in the overall marks.

Under certain circumstances students failing Part I subjects are allowed to retake the subject together with Part II subjects, otherwise all parts of the course must be completed in sequence.

## **Re-assessment/Remedial Examination**

A student who is re-assessed for a module failure where there are no clear extenuating circumstances shall be awarded no higher than C grade. A student who is re-assessed for reasons other than a straightforward academic failure, e.g. ill-health, may at the discretion of the Board of Examiners, be awarded the actual mark or grade obtained in the assessment.

A student who has been granted approval to take a re-assessment will be informed by mail by the Secretariat of the schedule and procedure for fee payment. A remedial fee of \$350 per module will be charged.

A student who fails a module may be allowed to be re-assessed **ONCE** only. Failure in the re-assessment requires the student to retake the module with whole module fee again. Further failure in the same module may, at the discretion of the Board of Examiners, result in disqualification from the course.

Remedial Examinees have to take the remedial examination in either the subsequent **Spring Term (July) /Summer Term (October) / Autumn Term (February)**, whichever is sooner.

## **Disclosure of Results**

Result of each module will be disclosed normally in September for Spring Term, January for Summer Term and May of the following year for Autumn Term. Students shall be informed of their level of performance in each module in terms of the grades obtained; but not of the numerical scores. Examination results will not be issued to student who owes any fee to the Association.

Appeal against decision of the Board of Examiners should be made in writing to the Joint Course Leaders no later than 14 days after the issue date of the result slips.

## **Determination of the Final Award**

Completion of the programme requires satisfactory passing of all 8 Basic Modules, 2 Optional Modules, plus Business Strategy and Management Project within a maximum of 4 years after initial registration.

The final award will be based upon the Grade Point Average (GPA), which will be calculated as follows:

$$\text{GPA} = \frac{\text{Sum of Grade Points for 12 Subjects}}{12}$$

The classification of final award is at the discretion of the Board of Examiners.

## **Rules Governing the Conduct of Examinations/Written Assessments**

Examinations are normally scheduled for July (Spring Term), October (Summer Term) and February (Autumn Term) every year.

Students are required to note the following rules governing the conduct of examinations. Failure to observe any of these rules may result in disqualification from the examination or suspension of study.

1. Candidates must bring their Hong Kong identity cards and student identity cards to the examination. These documents should be placed on the top right hand corner of the desk for inspection by invigilators during the examination. A candidate shall be liable to expulsion from the Programme if the documents do not correspond to the person sitting the examination.
2. It is important to take note of the examination centre as the one designated may be different from the one at which lectures are held. Candidates must attend the examinations at the assigned centre.
3. Candidates shall not enter the examination room/hall until so instructed by the invigilator.
4. No books, memoranda, notes, scrap papers, dictionaries, electronic storage device (such as an electronic organizer, diary or electronic dictionary) or any other similar material shall be put on the desk or in the pockets. Articles brought into the examination room/hall with the permission of the invigilator shall be deposited in a place designated by the invigilator. The possession of unauthorized materials by a candidate in an examination room/hall shall constitute a breach of regulations and will be disqualified from the Programme.
5. If necessary, candidates should only use the mathematical or other tables provided. Special tables may only be used after inspection by and with the approval of the invigilator.
6. Candidates should be seated at least 5 minutes before the commencement of an examination. However, at the discretion of the invigilator, candidates may be allowed to enter the examination room/hall within 45 minutes of the commencement of the examination.
7. Candidates must sit according to the seat number assigned.

8. No candidate shall start the examination until instructed to do so by the invigilator.
9. Candidates must provide themselves with necessary writing and drawing instruments.
10. Electronic calculators may be used in an examination. Unless expressly allowed, the electronic calculator should be hand-held, self-powered, silent in operation, and with neither printout nor graphic/word-display facilities. No external media associated with an electronic calculator, such as instruction booklets, magnetic cards or memory modules, are allowed. Candidates should make sure that the cover of their calculators do not contain any paper.
11. Candidates shall write only on answer books and supplementary answer sheets provided for examination purpose. No pages may be torn out of the answer books.
12. After the examination has been in progress for more than 45 minutes, candidates may be allowed to leave the examination room/hall with the approval of the invigilator. However, candidates may not be permitted to leave the examination room/hall during the final 15 minutes of the examination.
13. During the course of examination, candidates shall not leave the examination room/hall temporarily and return subsequently, unless accompanied by an invigilator.
14. During the examination, there shall neither be communication between candidates for any dishonest conduct. Candidates shall not do anything which causes necessary distraction to other candidates. Irregularities of any kind will be reported to the ADMS Secretariat for action as appropriate. Anyone found cheating in any manner will be disqualified on the spot from the Programme.
15. All pagers and mobile phones should be switched off during the examination.
16. No food, drinking or smoking is allowed in the examination room/hall during the examination. However, if a candidate needs to drink water (to accompany medication for example) or has any other urgent requirements, he can make his request to the invigilator.
17. A reminder of the time remaining will be announced 15 minutes before the end of the examination.
18. At the end of the examination, candidates shall remain seated quietly until they are told to leave the examination room/hall. They shall not take out of the examination room/hall any items issued by the invigilator. Examination papers cannot be taken away.
19. **A student alleged to have cheated or have contravened the examination regulations shall be disqualified and barred for at least two years from the ADMS Programme.** After the said period, they may reapply if they so wish. However, acceptance will be subject to the prevailing requirements.

Students are reminded that general rules for examination are also applied to all written assessments in class. Those who were found cheating would not be given any marks in the continuous assessment.

All ADMS regulations are subject to repeal or amendment by the Joint Course Leaders as and when deemed appropriate.

### INTRODUCTION TO MANAGEMENT

#### **Brief Course Description**

This module provides an introduction to concepts that underline the nature and purpose of management. An overview of current schools of thoughts in management will be covered to broaden the scope of students on the subject. The basic knowledge of the functional nature of departments, and the relationships between people, departments and organizations are examined.

#### **Objectives**

To equip students with an understanding in the practice of management which they can apply to their work situations.

To provide an overview of current schools of thoughts in management, through which the nature and concepts on management will be established.

To provide basic knowledge on the functional departmentation of organization.

To equip students to understand the relationship between people, departments and organization.

#### **Learning Outcome**

On completion of this course, students will be able to:

1. explain the fundamental concepts, principles and techniques of management.
2. understand the social skills and management skills at work.
3. have the awareness and management of changes that are external and internal to organization.
4. apply the concepts and principles of management to the realistic situation.

#### **Measurement of Learning Outcomes**

1. Final examination and case analysis assess comprehension of, and ability to describe the concepts, principles and techniques of management.
2. Class activities assess ability to identify and apply the knowledge of management.
3. Case analysis assesses the application of concepts and principles of management.

#### **Teaching Approach**

The basic method is through lectures coupled with small group discussion by students on special topics. Through in-class activities like roleplay and case studies, students will develop an analytical and diagnostic approach to management problems in business organizations.

#### **Assessment**

Continuous Assessment	40%
Final Examination	60%

## THE ECONOMIC ENVIRONMENT

### Brief Course Description

This module provides a basic introduction to economic analysis. It helps students to apprehend the changing economic environment in which business operates. Concepts learned in economic studies find useful application in subjects like business management, marketing, accounting, human resources management and financial management. Economic environment is also an important element in the content of the subject Business Strategy and the “Management Project”.

### Learning Outcomes

- To give students a basic understanding of economic concepts and the economic environment within which business firms operate.
- To provide students with the analytical tools they need in order to understand the ways in which a business is affected by its economic environment.
- To enhance students’ analytical skill in applying economic concepts to study current economic and business problems and policy issues.

### Measurement of Learning Outcomes

- Through preparation and participation in discussions, they also acquire skills in time management, problem-solving and oral presentation.
- In-class discussion of cases and recent Hong Kong economic events or policies helps students to apply their economic concepts to study current economic and business problems in Hong Kong or in this region.
- Problem-based assignments require students to apply their conceptual knowledge to solve economic questions and problems.
- Final examination requires students to apply past learning in addressing examination questions under microeconomic and macroeconomic perspectives.

### Teaching Approach

The basic method is through lectures coupled with student discussion of relevant issues.

### Group Case Presentation

On a group basis you will be required to prepare a short case presentation of your analysis of current economic or policy issues before your class. The schedule of the presentation will be determined by the instructors.

### Assessment

Continuous Assessment	40%
Final Examination	60%

# ACCOUNTING FOR MANAGERS

## **Brief Course Description**

This module provides an introduction to the fundamental concepts of accounting and to the use of accounting information for decision making. The module's content forms the basis for optional studies in accounting and finance and for the Part III integrative module in Business Strategy.

## **Objectives**

To introduce students to the concepts, uses and issues related to financial accounting. More specifically, students are introduced to the methods of recording financial transactions, preparing financial statements, and analysing financial statements.

## **Learning Outcomes (LOs)**

1. Understand the basics of business and the role of accounting in business organizations.
2. Explain assumptions and principles underlying financial reports.
3. Understand the fundamentals of the double-entry bookkeeping system.
4. Prepare a basic set of financial statements.
5. Understand the choice of methods available for accounting major assets, liabilities and shareholders' equity.
6. Apply appropriate analytical tools to interpret financial statements.

## **Measurement of Learning Outcome**

Class discussions are frequently used to measure students' ability to articulate essential concepts and principles to inform decision-makings (LOs #1 and #2). Individual/group assignments, allowing students to work and consult with each other, test students' ability to integrate cross-functional knowledge in answering the questions (LOs #4 and #5). While scheduled in-class quizzes test a student's individual ability to solve both conceptual and numerical questions (LOs #2 and #3), midterm and final examinations test the students' overall ability to apply past learning in addressing specific management accounting issues and problems (LOs #4, #5 and #6).

## **Indicative Content**

### **The business and the use of accounting**

Forms of business organizations. Use of accounting information for business decision-making. Basic accounting assumptions and principles. Set of financial statements and their use. Accounting process and accounting equation.

### **The accounting cycle**

Capturing economic events and recording revenues and expenses in accounts. Trial balance and adjusting entries. Accrual and cash basis of accounting. Preparing financial statements and reporting financial results. Closing entries

### **Accounting for inventory and receivables and controlling for cash**

Calculating cost of goods sold using specific identification, FIFO, LIFO and average cost methods under perpetual and periodic inventory systems. Lower of cost or market rule. Gross profit method and retail method. Control for cash through bank reconciliation. Short-term investments. Bad debt provisions for credit sales.

**Accounting for capital assets**

Tangible and intangible assets. Types of plant assets, their depreciation and disposals. Capital expenditure versus revenue expenditure.

**Accounting for current liabilities and owners' equity**

Debt versus equity financing. Identifying and presenting current liabilities in the balance sheet. Notes payable and interest expense. Accounting for corporations' common and preferred stock.

Cash dividends and stock dividends. Statement of stockholders' equity.

**Financial statement analysis**

The use of statement of cash flows. Classification of cash flows. Analytical tools for interpretation of financial statements. Measures of liquidity and profitability. Receivable and inventory turnover. Market ratios. Benchmark and industry average.

**Assessment**

Continuous Assessment	50%
Final Examination	50%

**Teaching Approach**

Lectures will be used to introduce the topics and to develop students' understanding of the course materials. Selected exercises, problems and cases assigned will be used to demonstrate the concepts and the practical application of each key area.

# OPERATIONS MANAGEMENT

## **Brief Course Description**

To enable students to understand how managers analyze operations functions, to realize that operations management is a competitive weapon in modern businesses, and to learn more about the tools that operations managers use to make better operating decisions.

## **Objectives**

To develop students'

1. knowledge of productive systems in manufacturing and service industries;
2. understanding of the problem-solving skills needed by operations managers;
3. an understanding of operations management techniques used in business;
4. ability to recognize, formulate, and describe operations problems;
5. an awareness of the usefulness and limitations of POM theory; and
6. to be able to apply operations management techniques to business problems.

## **Indicative Content**

Business functions; operations management functions; management process productivity; judgmental forecasting; forecasting based on historical data; associative forecasts; capacity planning; product service choice; capacity requirements; developing and evaluating capacity alternatives; location planning; regional factors; community considerations; evaluating location alternatives; facilities layout; types of processing; basic layout types; designing process layout; work systems design; job design; work measurement; compensations; aggregate planning; uneven demand; material management; demand analysis; MRP, MRP II; JIT; scheduling; project management; CPM; resource analysis; allocation; smoothing; quality management and its importance.

## **Teaching Approach**

Lectures, guided study, case study and assignments.

## **Skills Developed**

Problem-solving, Time management, Management of Change and Numeracy.

## **Assessment**

Continuous Assessment	30%
Final Examination	70%

# ORGANIZATIONAL BEHAVIOUR

## **Brief Course Description**

This module aims to provide participants with the knowledge and skills required to diagnose different behavioural situations, and the necessary techniques in influencing and controlling the behaviour of employees in their organisations.

This module integrates with the other modules of the programme. It facilitates participants with the knowledge to analyse behavioural situations in organisations and the skills to respond in the appropriate fashion. It also provides fundamental basis for the courses Training and Development, and Human Resources Management in Part II and Business Strategy and Project in Part III of the programme.

## **Learning Outcomes**

On completion of this course, students will be able to:

1. Understand the basic concepts, principles and practices associated with organisational behaviour.
2. Apply knowledge gained in this course to understand and analyse how individual, group and organisational factors influence work-related behaviour and organisation outcomes and respond to behavioural situations in organisations.
3. Comprehend the importance of the relationships between individual, group and organisational behaviour.
4. Distinguish between different types of motivational theory and identify problems associated with their implementation.
5. Explain the difference between leadership and management and apply leadership theories in organisational issues.
6. Identify and apply the model of team effectiveness in group work.

## **Measurement of Learning Outcomes**

1. Group discussions and presentations on special topics assess understanding of human behavior and group dynamics in organisations.
2. Class activities and case analysis assess student's ability to identify and apply appropriate motivation and leadership theories in different organisational situations.
3. Through role playing and observation assess student's skills in responding to real world behavioural situations such as group behaviour in organisation.
4. Final examination, mid-term quiz and short essays assess comprehension of, and ability to explain, analyse and apply concepts and theories of human behaviour at work.

## **Indicative Content**

### Introduction to Organisational Behaviour

Contributing disciplines to the OB field. Developing an OB Model.

### Individual Behaviour

Biographical characteristics. Ability, Values, Attitudes, Job Satisfaction, Personality and Perception.

### Motivation Theories and Application

Early theories of Motivation. Contemporary Theories of Motivation. Different Motivation applications.

### Group Behaviour

Stages of Group Development. Group Structure.

### Leadership Theories

Trait Theories. Behavioural Theories. Contingency Theories. Contemporary Issues in Leadership.

### Power and Political

Contrasting Leadership and Power. Dependency. Power Tactics.

### Conflict

Transitions in Conflict Thought. Functional Vs. Dysfunctional Conflict. The Conflict Process.

### Organizational Culture

Culture's Functions. Creating and Sustaining Culture. How employees learn Culture.

### Organisational Change

Forces for Change. Managing Planned Change. Resistance to Change. Approaches to Managing Organisational Change.

### Work Stress

Potential Sources of Stress. Individual Differences. Consequences of Stress.

### **Teaching Method**

Theoretical inputs, research results, and applications will be introduced during class. Opportunities will be provided for group discussions on central ideas in literature and students will develop and apply the general principles in student-centred activities which will include games, role-playing and case studies.

### **Assessment**

Continuous Assessment	40%
Final Examination	60%

# MARKETING

## **Brief Course Description**

Marketing is the conscious effort to achieve desired exchange outcomes with target customers. The marketer's basic skill lies in influencing the level, timing, and character of demand for a product, service, organization, place, person, or idea. This course introduces the fundamental concepts of marketing management to all students. The objective of this course is to help students understand the basic components of marketing (such as consumer behavior, marketing research, product management, distribution, promotion, and price planning) as well as obtain some exposure to various contemporary techniques and ethical dilemmas in marketing.

Class discussion of assignments and hands-on exercises, rather than the lecture process, will be "the order of the day". Advance preparation of assignments is a must. Students in this course will be required to work in small groups for various informal in-class discussions, group exercises and presentations.

## **Learning Outcomes**

On completion of this course, students will be able to:

1. understand the basic concepts and theories of marketing;
2. appreciate the role of marketing within an organization;
3. examine the environmental forces that shape a business organization;
4. apply what they have learnt in the class to solve business problems and make decisions in the best interest of the company; and
5. formulate marketing plans with well-defined objectives.

## **Measurement of Learning Outcomes**

1. Tests and examinations to monitor the students' understanding of the concepts and principles learnt in the class.
2. Class assignments and mini case studies to enable students to analyze practical business problems and make recommendations by applying the knowledge learnt.
3. Class activities such as role-play, class discussions, videos, etc. to foster interactions among students and instructors.

## **Teaching Method/Class Activities/Assessment**

Two in-class quizzes will complement the class discussion process. Each quiz consists of a selection of objective questions and short case analyses. At the end of the term, there is a two-hour written examination which will contain case studies and long questions.

Students are encouraged to participate in class discussions and class assignments. Occasionally, students will also be required to conduct "informal" exercises related to the understanding of marketing principles and strategies. However, one will lose participation marks for low attendance, consistent lateness and disturbing behaviour.

All examinations and quizzes are required, and must be taken on the scheduled dates. No books or notes are allowed during any of the tests.

## **Assessment**

Continuous Assessment	40%
Final Examination	60%

# INFORMATION TECHNOLOGY

## **Brief Course Description**

This module develops the necessary IT knowledge for an end-user to function effectively in an organizational setting. Key topics in the module include fundamental concepts of hardware, software, database management, telecommunication and Internet technologies; how IT supports business strategies and operations; common business IT applications; systems development process; management of IT function; and the role of IT in the information age.

## **Course Objectives**

This course aims to provide students with an appreciation of the operational as well as strategic importance of IT in business. It also enables student to have a introductory level of understanding of the role of IT in different functional areas at various management levels of an organization.

## **Learning Outcomes:**

On completion of this module, the student will be able to:

1. Discuss about the fundamental concepts, development and managerial implications of computer hardware, software, database management, telecommunications, and Internet technologies;
2. Appreciate the role of IT in supporting business operations, decision making, process innovation, and strategic advantage;
3. Identify commonly used IT applications;
4. Analyze the system development and implementation process;
5. Discuss the management of information technologies, activities and resources in the organization setting.

## **Measurement of Learning Outcomes:**

1. Understanding of the concepts and role of IT are assessed in the written examination and Mid-Term Test.
2. The Investigative Group Project requires students to study and analyze the effective and ethical use of IT in business.
3. The Electronic Commerce Laboratory requires students to apply IT skills to in electronic commerce applications and discuss about the development and implementation process.
4. The Case Studies require students to discuss management of information technologies, activities and resources in the organization setting.

## **Teaching Approach:**

Class activities include lectures, case discussion, computer laboratory sessions, and student presentation.

## **Assessment**

Continuous Assessment	(40%)
Final Examination	(60%)

## **Brief Course Description**

The course introduces to students the salient features of the Hong Kong legal system, general principles of contract, sale of goods, agency, partnership and companies.

## **Learning Outcomes**

On completion of this course, students will be able to:

1. understand the basic concepts.
2. elaborate on the basic concepts
3. cite relevant cases and provisions in ordinances
4. cite and apply the law to given sets of circumstances

## **Measurement of Learning Outcomes**

1. Individual assignments to test students' knowledge and application of the law.
2. Group projects or study reports to test students' communication, language, and analytical skills.
3. Mid-term tests and final examination.

## **Indicative Content**

1. The Hong Kong Legal System

Sources of Hong Kong Law: The Basic Law, Common Law, Equity, Legislation, Chinese Customary Law.

The Law Courts: Court of Final Appeal, High Court (Court of Appeal and Court of First Instance), District Court, Magistrates' Courts, Tribunals

The Lawyers: Barristers and Solicitors

The Doctrine of Judicial Precedent or Stare Decisis, Ratio Decidendi and Obiter Dicta.

2. Contract

Offer and Acceptance, Consideration and Intention to Contract.

Express Terms, Implied Terms, Exemption Clauses.

Formality, Misrepresentation, Duress and Undue Influence, Illegality, Incapacity, Mistake

Privity of Contract, Frustration, Breach, Remedies

3. Sale of Goods

Sale and Agreement to Sell, Capacity, Formalities, Types of Goods, Conditions and Warranties, Transfer of Property as between Seller and Buyer, Transfer of Title, Rights of Unpaid Seller against the Goods, Remedies of Seller and Buyer.

4. Agency  
Creation of Agency, Authority of Agents, Relations between Principals and Third Parties, Relations between Agents and Third Parties, Duties and Rights of Agents, Termination of Agency
5. Partnership  
Definition and Nature of Partnership, The Firm Name, Registration of Business, Legal Actions by and against Firms, Formation of Partnership, Types of Partners, Partners and Third Parties, Relations of Partners to One Another, Partnership Property, Dissolution of Partnership, Consequences of Dissolution
6. Companies  
The Concept of Legal Personality, The Concept of Limited Liability, Advantages and Disadvantages of Incorporation, Types of Companies, Procedure to obtain Registration of a Limited Company

**Assessment**

Continuous Assessment	30%
Final Examination	70%

# HUMAN RESOURCES MANAGEMENT

## **Brief Course Description**

The module introduces students to fundamental concepts of human resource management. It aims at providing students with an understanding of the wide range of human resource activities within both commercial and industrial organizations. It also aims at evaluating human resources situations, explore problems and recommend appropriate strategies. The module forms a major input to Business Strategy in Part III.

## **Learning Outcomes**

On completion of this course, students will be able to:

1. Explain the basic concepts, principles and practices of human resource management.
2. Apply knowledge gained in this course to examine the human resource management functions and activities of the business organizations.
3. Analyze business situations and take appropriate decisions using a human resource management perspective.
4. Make use of HRM knowledge through various interactive activities to enhance students' understanding of theories and concepts and applications to their daily work.

## **Measurement of Learning Outcomes**

1. Final examination assesses comprehension of, and ability to describe human resource management concepts, theories and principles. Particular emphasis is given to recruitment, selection and international human resource management. Final examination specifically requires students to apply the human resource management concepts in addressing the case and examination questions.
2. Problem-based continuous assessment such as tests requires students individually and in teams to explain the applicability of concepts, theories and principles of human resource management.
3. Teams comprise, where possible, students from more than one specialization with a view to applying a variety of perspectives to various HRM problems in team debate and case studies.

## **Indicative Content**

### **Role of Human Resources Function**

- role of human resource function in an organization
- managing internal and external environments

### **Human Resources Planning**

- relationship to overall organizational planning
- sources of information
- value of computerized personnel records

### **Recruitment and Selection**

- defining requirements, attraction
- selection placement
- sources of candidates
- relative effectiveness and selection methods – reliability and validity
- selection interview skills

### **Pay and Benefit**

- job evaluation – analytical and non-analytical methods
- remuneration policy and administration, wage payment systems, salary structures, employees benefits

### **Performance Appraisal**

- objectives, methods
- linked with other personnel management practices including promotion, transfer, training and development, performance counselling
- evaluation of effectiveness of appraisal schemes
- appraisal interview skills

### **Training and Development**

- objectives, identifying training needs
- design of training programmes

### **Employee Relations**

- introduction to methods employee participation
- objectives and application of grievance and disciplinary methods

**Health and Safety**

- objective, methods of improving health and safety standards

**Teaching Method/Class Activities**

Class activities will include lectures and in-class exercises such as cases, team discussions, test, and student participation in team debate. A high level of student participation in the classes is encouraged.

**Assessment**

Continuous Assessment	40%
Final Examination	60%

# CHANGE AND QUALITY MANAGEMENT

## **Brief Course Description**

This module introduces the processes of organization development and the management of organizational change.

## **Objectives:**

1. To introduce students to the basic concepts, stages, and processes of the management of change.
2. To develop students' appreciation of the change processes needed for the successful implementation of the change effort including quality assurance and total quality management.

## **Learning Outcomes**

Upon completion of this module, students should demonstrate the following outcomes:

1. Good understanding of definitions, concepts and models of quality management and organizational change management, as well as their relevance in applications;
2. Analytical skills in prioritizing resources and making appropriate decisions in different stages of the organizational change process;
3. Problem solving ability in overcoming issues and challenges in product and service quality, resistance to change and internal process improvement.

## **Measurement of Learning Outcomes**

1. Case studies requiring students to apply models and knowledge in organizational changes in group project and assignment.
2. Questions requiring data analysis for quality improvement decisions used in class exercises, assignment and exam questions.
3. Group project that requires students to apply knowledge, concepts and methodologies used in quality management and change management on real life companies.

## **Teaching Approach**

The module format is based on lectures with emphasis on group discussion. Students will form into small groups.

## **Assessment**

Continuous assessment	40%
Final Examination	60%

# FINANCIAL MANAGEMENT

## **Brief Course Description**

The course is an introduction to finance. A basic knowledge of this art and science of managing money is essential in making commercial as well as personal economic decisions. The course is designed to fill this need.

## **Objectives**

Students will learn to:

1. recognise the goals of financial management and the role of a financial manager;
2. know the functions of financial markets and financial institutions;
3. interpret and use financial statements;
4. understand the time value of money and the relationship between risk and return;
5. determine the profitability of investments;
6. estimate the value of assets;
7. manage a firm's resources and financing.

## **Indicative Content**

### Financial Management Environment

Goals of the firm. Role and nature of capital, money markets and financial institutions. Hong Kong monetary system and financial markets. Agency problems. Hong Kong corporate governance and new regulations.

### Financial Planning & Forecasting

Financial statement analysis. Financial ratios. Earnings record. Break-even analysis. Financial planning models. Financial futures.

### Time Value of Money

Interest rates. Annuity and perpetuities. Investments.

### Capital Budgeting

Projected cash flows. Problems. Capital rationing. Sensitivity analysis. Scenario analysis. Mergers and takeovers.

### Risk and Return

Measuring risk. Types of risk. Diversification. Capital asset pricing model. Cost of capital. Weighted-average cost of capital.

### Short-term Financial Decisions

Working capital. Cash management. Accounts receivables. Inventory control. Short-term financing. Securities management.

### Long-term Capital Management

Features of common stock and preferred stock. Long-term debt. Convertible securities. Securities issuance.

### Foreign Exchange and Treasury Management

Spot rate and Forward rate. Cross rate calculations. Treasury management controls.

**Teaching Approach**

Practical examples will be used to illustrate techniques and theories taught in class. Active participation is encouraged. Students should be prepared to discuss designated readings and problems during class.

**Assessment**

Continuous Assessment	30%
Final Examination	70%

# MANAGEMENT ACCOUNTING

## **Brief Course Description**

The purpose of this module is to introduce the fundamental knowledge of management accounting. The main functions of management accounting are to help management set goals, analyze alternatives, measure results, and evaluate performance.

## **Objectives**

The objectives of this module are to introduce the following topics:

1. Managerial accounting and business environment,
2. The foundation of managerial accounting,
3. Tools for planning and control, and
4. Using cost data in decision making.

## **Indicative Content**

### Managerial Accounting and the Business Environment

Describe what managers do and why they need accounting information. Identify the major differences and similarities between financial and managerial accounting. Describe the impact of international competition on business and on managerial accounting. Describe the role of controller plays in a decentralized organization.

### The Foundation of Managerial Accounting

Cost terms, concepts, and classifications. System design: job order costing, process costing, activity-based costing, and quality management systems.

### Tools for Planning and Control

Cost-volume-profit relationships. Variable costing. Profit planning. Standard costs and operating performance measures. Flexible budgets and overhead analysis. Segment reporting, profitability analysis, and decentralization.

### Using Cost Data in Decision Making

Cost concepts for decision making: Relevant costs, sunk costs, and opportunity costs. Decision-making situations: (1) equipment replacement, (2) product line discontinuation, (3) make or buy, (4) acceptance of special orders, (5) utilization of scarce resources, and (6) process further of joint products.

## **Teaching Approach**

Lectures are used to: (1) Introduce the learning objectives of a new chapter, (2) Explain the new terms, concepts, and issues of the topic, (3) demonstrate the computational steps of problem solving. Reading and problem assignments are designed to facilitate and enhance students' learning. Classroom activities are used to (1) Encourage students to participate in discussion, (2) Promote learning among students, and (3) Provide immediate feedback to students' questions and progress.

## **Skills Developed**

Reading comprehension, writing short essay questions, oral presentation of concepts and issues, problem solving, team work, and time management.

## **Assessment**

Continuous Assessment	30%
Final Examination	70%

# BUSINESS COMMUNICATION

## **Brief Course Description**

This course works to enhance students' ability to communicate effectively in both spoken and written English for various purposes in business and academic contexts. It underpins all other modules and prepares students for the final project.

## **Objectives**

1. To help students improve their proficiency in the use of English.
2. To give students an understanding of the principles of and barriers to effective communication in business so that they can become more effective communicators.
3. To provide students with knowledge and training in the use of different channels, media, types, and formats of business communication.
4. To enable students to communicate more effectively both in writing and speech by analyzing the context of the business communication, the needs of the audience and tailor the message to these needs.
5. To develop students' skills for writing project proposals and reports.

## **Indicative Content**

- Oral presentations
- Interpersonal skills
- Business correspondence
- Meetings and committee documents
- Project proposals and reports
- Expository and argumentative writing

## **Learning Outcomes**

On completing the course, students are expected to be able to do the following:

- **Oral Presentations:**  
Establish objectives of the oral presentation; analyze the needs and attitude of the audience; use delivery techniques, body language, and audio-visual aids to make the presentation more effective; introduce speakers and give votes of thanks appropriate to the situation.
- **Interpersonal skills:**  
Interact politely and effectively in face-to-face and virtual face-to-face situations in business, including telephoning and interviewing.
- **Business correspondence:**  
Write letters and memoranda to different recipients for various purposes, bearing in mind the reactions of the reader as well as the outcome and implications of the message; identify characteristics of good business writing; master the skills of drafting and editing.
- **Meetings and committee documents:**  
Chair and participate effectively in meetings, using gambits and expressions for agreeing and disagreeing, inviting and making contributions, keeping to the agenda, proposing and taking a vote; prepare notices and agendas of meetings and minutes.

- **Project proposals and reports:**  
Plan for research; write a project proposal; search for and collect information; select and organize information; write the introduction and conclusion; structure a report; interpret and present graphic information; write in an acceptable academic or business style, as is appropriate.
- **Expository and argumentative writing:**  
Make a point and support it; develop a theme through sentence and paragraph writing; increase fluency and clarity of focus through backgrounding and foregrounding, using connective expressions and other cohesive devices; work with a heightened awareness of grammatical accuracy and precision in meaning.

### **Measurement of Learning Outcomes**

Continuous Assessment is conducted by means of homework and class assignments requiring students to perform tasks arising from situations where effective communication is key to business success. Role plays and in-tray type of exercises will be used where appropriate.

Examination will consist of multiple-choice questions and guideline writing task testing principles and concepts, cloze and editing questions testing proficiency, style and tone of English, as well as situational tasks assessing the use of appropriate communication strategies and language skills.

### **Teaching and Learning Approach**

Students will be helped to achieve the objectives of the course through mini-lectures, class discussions, case studies, in-tray exercises, role-plays, individual assignments and team projects, as well as instructor and peer feedback.

### **Assessment**

*40% Continuous assessment*

In-class and take-home assignments, both written and oral, of communication tasks arising in a given situation commonly encountered in business organizations, involving the making of oral presentations, the use of the telephone, the writing of memos, letters, reports and proposals, meetings and preparing committee documents, as is appropriate.

Assignments are assessed on the relevance of content, clarity of expression and organization, accuracy of language, appropriateness of style, and the use of an effective format.

### **Assessment**

Continuous Assessment	40%
Final Examination	60%

# ADVERTISING AND INTEGRATED MARKETING COMMUNICATIONS

## Brief Course Description

The course provides a comprehensive overview of advertising and promotion from an integrated marketing communications (IMC) perspective. A primary goal of the course is to shift the perceptual focus of students from an audience to a creator of advertising and promotion strategies for businesses. An appreciation of how each of the key subjects involving competitive positioning, market research, and media planning influences the effectiveness of an advertiser's campaign would be developed. Students would learn to appreciate how mass advertising be coordinated with direct marketing, sales promotion, public relations, personal selling and marketing on the internet to create value, image and sales for a brand.

## Objectives

1. To recognize the roles of consumer behavior, creative strategies, the communication process, market research, and program evaluation tools in designing effective advertising and promotion programs.
2. To develop a clear understanding of the basic elements of the marketing communication processes.
3. To understand the differences among the various objective-setting and budgeting methods, and the rationale behind different creative strategies.
4. To learn about the different elements of an integrated marketing communication mix.
5. To describe the advantages and limitations of different broadcast media (e.g., television, radio), print media (e.g., magazines, newspapers), support media (e.g., outdoor advertising), direct marketing (e.g., postal mail), and interactive media (e.g., the Internet) that are used in advertising and promotion.
6. To become familiar with the social, ethical and economic aspects of advertising and promotion.

## Learning Outcomes

After taking this course, students should be able to:

- 1) Analyze the target audience.
- 2) Set advertising and promotion objectives to meet organizational goals.
- 3) Describe the advantage and disadvantages of various media.
- 4) Evaluate the pros and cons of different elements of an integrated marketing communications mix.
- 5) Identify and evaluate the ethical, legal and social issues involved in advertising and promotion.

## Measurement of Learning Outcomes

Learning outcomes will be assessed through 1) classroom discussions, 2) case studies and group projects, and 3) final examinations.

- 1) Participation in classroom discussions will be monitored on an individual basis. Students are expected to attend classes and participate intellectually and thoughtfully in discussions regarding integrated marketing communication strategy formulation and recommendations.

- 2) Different case studies portray different actual strategy situations. Together they provide varied scenarios for use in strategy diagnosis and strategy choice. Students will be assessed in terms of their learning of the different advertising and promotion concepts/tools and decision-making processes developed in the course, and their applying of such learning to diagnosis an organization's business and advertising and promotion strategies and coming up with integrated marketing communication strategy recommendations.
- 3) Presentation of cases helps to demonstrate students' analysis skills in preparing and presenting management briefings.
- 4) The written analysis of the cases helps to reflect students' writing skills in clear and professional ways.
- 5) Through the IMC comprehensive project, students will gain an appreciation for the necessity of drawing on market research and analysis to make informed decisions over the subsequent development of both creative and media strategies.
- 6) Final exam will include a case study that is designed to test students' ability to independently conduct scenario analysis and develop integrated marketing communication strategies and plans.

**Two in-class case studies and one term project are designed to complement the class learning as well as discussion process. Each assignment consists of an oral presentation and a written analysis. In addition, there is a cumulative final exam. The final exam will consist of case study and essay type questions.**

#### **Assessment**

Continuous Assessment	50%
Final Examination	50%

## **BUSINESS STRATEGY**

### **Brief Course Description**

This compulsory module forms the integrative capstone of the course in that it draws upon the students' previous studies in both compulsory and optional modules. The content of the previous compulsory modules ensures that every student has the requisite knowledge of all three major business functions, and the capacity to analyze the economic and legal environment. The optional modules allow each student to bring different areas of knowledge to bear, thereby enriching the process of discussion.

### **Objectives**

This is the core integrating subject of the degree and draws upon all other subjects for its intellectual input. It is believed that the course can enable students to

1. develop an appreciation of the nature of strategic management and its value for modern business with particular emphasis on the globalisation of modern business and external demands for corporate social responsibility;
2. have a basic knowledge about the essential elements of the strategic management process;
3. develop an integrative perspective in realizing the inter-relationships among business objectives, corporate planning, strategic decision making, business systems and structures and how they can help achieve the organizational objectives;
4. synthesize strategic management concepts with both local situations and international operations; and
5. develop the ability to think for themselves logically and creatively in relation to the real life business situations.

### **Indicative Content**

#### Basic Elements of Strategic Management

Concept of strategic management and its role in modern organization. Strategic management model. Strategic management elements: mission, objectives, goals, strategy, and policy. Gap analysis and contingency planning. Strategy managers and decision making processes.

#### Environmental Analysis

Assessing the environment and its impacts on business strategy. General environmental analysis vs. industry specific environmental analysis. Opportunities and threats for international operations. Techniques for environmental analysis.

#### Internal Analysis

Assessing internal strengths and weaknesses in respect of various areas: Marketing, Production and Operation, Corporate Resources and Personnel, Finance and Accounting, R & D and Engineering, etc. Techniques for internal analysis. How to match internal strengths with environmental opportunities -- SWOT.

#### Formulation of Business Strategy

Major strategic alternatives: Expansion, stability, retrenchment and combination strategies. Strategy variations. Life cycle concept and corporate portfolio analysis for formulating strategy. Strategic choice processes.

### Implementation of Strategy

Matching leadership and strategy. Resource allocation and its relationship with implementation. Systems and climate in support of strategic implementation. Strategy and structure interaction.

### Business Ethics and Corporate Governance

Appreciate the necessity and value of ethical behaviour. Identify major ethical issues. Understand methods to develop ethical positions and recovery from errors. The role of boards of directors and top management in developing effective, ethical organizations. Holding boards and top management accountable.

### Strategic Control

Purposes of control. Matching reward system with evaluation. Control and evaluation process. Quantitative vs. qualitative controls. Diagnosis and corrective action.

### **Teaching Approach**

As an integration of the students' previous studies, especially the functional management skills and principles, the subject will be conducted by both lectures and student-centered seminars. During the seminars, cases (both local and overseas) addressing the strategic issues will be used. Opportunity will be given to students to contribute what they have learnt when doing class presentation and discussion.

### **Skills Developed**

Communication, Problem-Solving and Research Skills.

### **Assessment**

Continuous Assessment	50%
Final Examination	50%

## **MANAGEMENT PROJECT**

This module allows students to demonstrate the ability to apply their knowledge and skills to a real management situation, usually within their own organization. Under the guidance of a supervisor, students are required to complete a project leading to recommendations(s) for action or presenting a system or method which they would wish to see implemented.