



THE HONG KONG MANAGEMENT ASSOCIATION

LINGNAN UNIVERSITY



Jointly Organized

Diploma in Management Studies

Student Handbook

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1 THE COURSE STRUCTURE

Part I Comprises 8 Basic Modules.

Module Code	Module Name
61	Introduction to Management
62	The Economic Environment
63	Accounting for Managers ¹
64	Operations Management
65	Organizational Behaviour
66	The Legal Environment
67	Marketing ²
68	Information Technology ³

Part II Comprises 8 Optional Modules. Students must select any 2 out of the 8 Modules.

Module Code	Module Name
71	Human Resources Management
72	Change and Quality Management
73	Financial Management
75	International Business
76	Marketing Management
77	Management of Information Technology
78	Management Accounting
79	Business Communication

Part III Comprises 2 Compulsory Modules.

Module Code	Module Name
81	Business Strategy
82	Management Project

¹ Prerequisite for “Financial Management” and “Management Accounting” in Part II

² Prerequisite for “Marketing Management” in Part II

³ Prerequisite for “Management of Information Technology” 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)

For Summer Term:

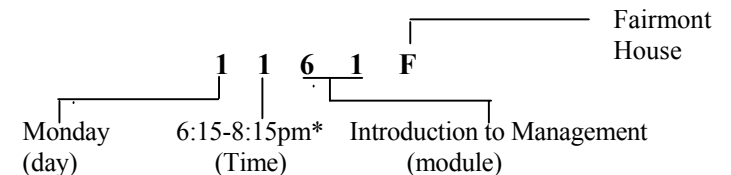
1 - 7:00 pm to 10:00 pm; 2 - 2:00 pm to 5:00 pm; 3 - 5:15 pm to 8:15 pm
 (for all classes in Tin Shui Wai Centre, “1” represents 6:30 pm to 9:30 pm)

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
- U - Chuang’s City Tower, 39 Morrison Hill Road, Causeway Bay, HK
- W - Johnson Electric Management Development Centre, Management House, 26 Canal Road West, Wanchai, HK

Example:



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

Student Enquiries

The DMS 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 DMS Secretariat is located at Top Floor, Unit M, Phase III, Kaiser Estate, 11 Hok Yuen Street, Hung Hom, Kowloon is open for enquiries during normal office hours.

A student who wishes to make a comment, suggestion, or complaint on any DMS matter should do so in writing to the DMS Secretariat, and state clearly his/her name, address and class attended (or contact Mr Tommy Au, Ms Sally Chau or Ms Victoria Lo on 2774-8508, 2774-8513 or 2774-8528). No action will be taken on any complaint which is anonymous.

For enquiries concerning course administration details, please contact:
Mr Eason Leung 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. Students who wish to be eligible for membership rate can apply for the HKMA membership. Details on the fees are set out below:

Particulars	Payment/Request	Fee (HK\$)
Withdrawal	Before term commencement	10% of module fee
Change of Class	Before term commencement (subject to space availability)	\$200/module
Retention of Module Fee	Before term commencement	\$100/module
Exemption	Before term commencement	Processing fee: \$100/module Full exemption: \$300/module Conditional exemption: \$400/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		\$80/copy
Certificate of Attendance*		\$40/copy
LingnanU Library Reader's Card	Before Term Commencement (only for Parts II & III students)	\$200/year

* For the purpose of applying for the SME Training Fund, the administrative charge for the certificate of attendance will be waived (on condition that the student has achieved the 70% attendance requirement)

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

All transactions made by students arising from the DMS 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 DMS Programme, students will be conferred the appropriate academic awards.

A graduation ceremony is normally held in 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 6 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

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

DMS Past Exam Paper Archive

For students' reference, the DMS examination papers of the last 2 terms are accessible through internet.

Steps for searching:

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

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
When the Observatory announces the following warning(s) <u>before</u> classes/ exams: <ul style="list-style-type: none"> Typhoon Signal No.8 or above/ Black Rainstorm Warning is in force Typhoon Signal No.8 or above will be hoisted within 2 hours 	No classes and exams will be held
However, if Typhoon Signal No.8 or above/ Black Rainstorm Warning is: <ul style="list-style-type: none"> lowered at or before 7:00am lowered at or before 12:00 noon lowered at or before 4:00pm 	All classes and exams will be held as scheduled on or after 2:00pm classes and exams will be held as scheduled on or after 6:00pm classes and exams will be held as scheduled
When Typhoon Signal No.8 or above is in force: <ul style="list-style-type: none"> <u>during</u> classes <u>during</u> examinations 	All classes already in progress will be dismissed immediately All exams already in progress will continue unless the Chief Invigilator is advised by the DMS Secretariat that it should be terminated
When Black Rainstorm Warning is in force: <ul style="list-style-type: none"> <u>during</u> classes/ examinations 	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 DMS 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 DMS Secretariat for the issue of student card upon their admission to the programme.

The DMS 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 DMS Secretariat. A replacement fee of HK\$35 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 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\$80 must be made for each transcript and HK\$40 for each Certificate of Attendance requested. Normally, it takes about one week to prepare the transcript and Certificate of Attendance.

For the purpose of applying for the SME Training Fund, the administrative charge for the certificate of attendance will be waived (on condition that the student has achieved the 70% attendance requirement)

Reference Letters

Reference letters will also be issued upon written request with a cheque payment of HK\$80 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) DMS 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 DMS 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	5:00 pm - 10:00 pm
Saturday	9:00 am - 7:00 pm
Sunday	1:00 pm - 6:00 pm

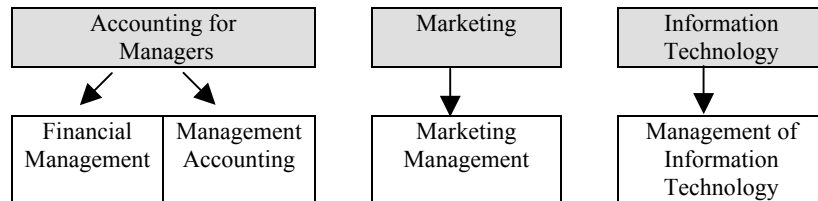
The Library will be closed for the Public Holidays.

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

4 GUIDE TO STUDY PLANNING

- 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.
- However, the following enrolment combinations are **NOT** allowed:

<u>Part I Prerequisite Modules</u>		<u>Part II Optional Modules</u>
Accounting for Managers	+	Financial Management / Management Accounting
Marketing	+	Marketing Management
Information Technology	+	Management of Information Technology



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

- Each academic year consists of 3 terms, and in each term students can enrol in 4 modules maximum, i.e. the 12-module DMS 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.
- 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
Part I			
Introduction to Management	2 hours	80%	20%
The Economic Environment	2 hours	80%	20%
Accounting for Managers	2 hours	60%	40%
Operations Management	2 hours	80%	20%
Organizational Behaviour	2 hours	80%	20%
The Legal Environment	2 hours	80%	20%
Marketing	2 hours	70%	30%
Information Technology	2 hours	70%	30%
Part II			
Human Resources Management	2 hours	70%	30%
Change and Quality Management	2 hours	60%	40%
Financial Management	2 hours	70%	30%
International Business	2 hours	70%	30%
Marketing Management	2 hours	70%	30%
Management of Information Technology	2 hours	70%	30%
Management Accounting	2 hours	70%	30%
Business Communication	2 hours	60%	40%
Part III			
Business Strategy	2 hours	70%	30%
Management Project	N/A	80%	20%
		(Final Project)	(Project Proposal)

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 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 50% but not less than 45% (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 45% (Grade F or DQ) will have to retake the module in its entirety.

Grade	Performance	Results
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 or who is absent from examination 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 (June) /Autumn Term (January)**, whichever is sooner. *(No remedial examination will be held in Summer Term)*

Disclosure of Results

Result of each module will be disclosed normally in September for Spring Term, November for Summer Term and April 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 June (Spring Term), September (Summer Term) and January (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 DMS 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 DMS 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 DMS regulations are subject to repeal or amendment by the Joint Course Leaders as and when deemed appropriate.

6 INDICATIVE SYLLABUSES

Medium of Instruction : English

INTRODUCTION TO MANAGEMENT

Role and Purpose

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.

Indicative Content

The evolution of management. Managers and their environments. Social and ethical responsibilities of management. Management decision making. The planning function. The organizing function. Organization design. The controlling function. Communication and negotiation. Human resource management. Organization change, development, and innovation. Production and operations management. Inventory planning and control. Entrepreneurship.

Teaching Approach

The basic method is through lectures coupled with discussion by students on the application of relevant concepts.

Skills Developed

The module enhances students' analytical skill in applying management theories to the common roles and responsibilities that all managers share. Through assignments and discussions, students explore the practice of management in different perspectives.

Assessment

Continuous Assessment	20%
Final Examination	80%

THE ECONOMIC ENVIRONMENT

Role and Purpose

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".

Objectives

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.

Indicative Content

Nature of Economics

Scarcity and choice. The circular flow of economic activities. Alternative economic systems.

Theory of Demand

Consumer behaviour: how consumers make their consumption decisions. Concepts and applications of price and income elasticity.

Production and Theory of Firm

Production function. Economies of scale and expansion of firm. Cost and revenue analysis.

Price and Output Determination

Market structure: perfect competition, oligopoly, monopolistic competition and monopoly. The significance of each type of market in Hong Kong.

Labour Market

Determinants of labour demand and supply. Shortage of labour in Hong Kong. Government policy on importation of foreign labour.

Concepts of National Income

Basic concepts of national income. National income determination and the multiplier effect. The features of business cycles. The GDP of Hong Kong. Hong Kong's growth experience.

The Government and Its Budgetary policy

Government expenditure and taxation. Keynesian demand management. Supply-Side economics. The Budgetary policy of the Hong Kong Government.

Money and Banking

Development of money, Central banking, and monetary policy. The banking system of Hong Kong. The controversy of whether to set up a central bank in Hong Kong.

International Trade

Exchange rate determination. The theory of comparative advantage. Terms of trade. The linked exchange rate system in Hong Kong. Hong Kong's trade development.

Teaching Approach

There is one meeting of 2 hours per week for 15 weeks. Besides lecturing on the topics as indicated above, discussion will be held between participants on current economic issues. Where possible students are given discussion topics well in advance so that they can make preparation for the discussion. Groups may also be formed which are assigned special aspects of the discussion topic for preparation.

Skills Developed

The module enhances students' analytical power. It encourages teamwork and inter-personal communication skills. Through preparation and participation in discussions, they also acquire skills in time management, problem-solving and oral expression before an audience.

Assessment

Continuous Assessment	20%
Final Examination	80%

ACCOUNTING FOR MANAGERS

Role and Purpose

This module provides an introduction to the fundamental concepts of accounting. The course emphasizes financial accounting and exposes the student to selected topics of managerial accounting. 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 and managerial accounting. More specifically, students are introduced to the methods of recording financial transactions, preparing financial statements and analysing financial statements. Students will also be introduced to the following managerial accounting issues: product costing, activity based cost accounting and cost-volume-profit analysis.

Indicative Content

Introduction

Purpose and nature of financial and managerial accounting. Characteristics of financial statements. Need for accounting statements. Users of financial statements. Accounting concepts, professional judgement, ethical conduct. Basic forms of business organisation.

The Accounting Cycle

Evidence of transactions. Recording transactions. Revenues and expenses. Adjusting entries. Preparation of the trial balance, worksheet and financial statements.

Nature of Assest, Liabilities and Equities

Current assets, fixed assets and intangible assets. Short and long-term liabilities. Shareholders' equities.

Use and Interpretation of Financial Statements

Financial statements for external use: Income Statement, Balance Sheet and Cash Flow Statement. Introduction to financial statement analysis.

Elements of Management Accounting

Introduction to management accounting in manufacturing, retail and service firms. Topics include total quality management, product costing techniques, activity-based costing and cost-volume-profit analysis.

Teaching Approach

Lectures will be used to introduce the topics and to develop the students' understanding of the course material. Problems and cases assigned in this syllabus will be used to demonstrate the concepts and the practical application of each key area.

Assessment

Continuous Assessment	40%
Final Examination	60%

OPERATIONS MANAGEMENT

Role and Purpose

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	20%
Final Examination	80%

ORGANIZATIONAL BEHAVIOUR

Role and Purpose

This module integrates with the other modules of the programme. It facilitates participants with the knowledge to analyze behavioral situations in organizations 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.

Objective

To provide participants with the knowledge and skills required to diagnose different behavioral situations, and the necessary techniques in influencing and controlling the behavior of employees in their organizations.

Indicative Content

Introduction to Organizational Behavior

Contributing disciplines to the OB field. A modern perspective.

Individual Behavior

Foundations of individual behavior - personality, perception, value, biographical characteristics, job satisfaction. Motivation theories and application. Job stress. Learning.

Interpersonal and Group Behavior

Individual's role in a group. Group development stages. Effects of group cohesiveness on productivity. Conflict. Power and politics. Leadership. Communication. Decision making.

The Organization System

Functions of organization structure. Organizational change and development.

Teaching Approach

Theoretical inputs, research results and applications will be presented through lectures. Class activities like case analysis, group presentation and assessment of central ideas in the literature will be provided to strengthen the participants' understanding of the general principles.

Skills Developed

Decision Making, Communication, Presentation, Teamworking, Leadership, Problem-Solving, Conflict Handling and Time Management.

Assessment

Continuous Assessment	20%
Final Examination	80%

THE LEGAL ENVIRONMENT

Role and Purpose

To introduce participants to the salient features of the Hong Kong legal system, general principles of contract and tort and to enable them to become aware of the relevant legal issues arising from the administration and management of the company.

Objectives

To introduce participants to the salient features of the Hong Kong legal system, general principles of contract and tort.

Indicative Content

1. Legal System
2. Sources of Hong Kong Law: Basic Law, Common Law, Equity, Legislation (including subsidiary legislation), Customary Law.
3. Hong Kong Law Courts: Magistracies, District Court, High Court (Court of First Instance and Court of Appeal), Court of Final Appeal, Coroner's Court, Labour Tribunal, Small Claims Tribunal, Lands Tribunal.
4. Contract:
Offer and Acceptance, Consideration, Intention to Contract, Express Terms, Implied Terms, Exemption Clauses, Capacity to Contract, Misrepresentation, Duress, Undue Influence, Illegality, Mistake, Discharge of Contract, Remedies.
5. Tort:
 - a) General characteristics of tortious liability, Motive and Intention, Forms of Liability, Vicarious liability, Parties to an Action in Tort.
 - b) General defences, Remedies, Extinctions of Liability in Tort.
 - c) Specific torts: Negligence, Nuisance, Trespass and Defamation.

Teaching Approach

Participants are given a lecture of two hours per week. The lectures will focus on an explanation of the relevant legal concepts, analysis of cases and application of fundamental principles to business transactions.

Assessment

Continuous Assessment	20%
Final Examination	80%

MARKETING

Role and Purpose

This course is a foundation course which aims to provide students with basic knowledge of marketing. Together with other foundation courses, students are equipped with fundamentals of running a business. This course serves as the interface between marketing and other functional areas within an organization and between the organization and its environment. The course also helps students prepare for more advanced courses in Part II of the Diploma programme.

Objectives

To enable students to:

1. understand the basic concepts and theories of marketing;
2. appreciate the role of marketing within an organization;
3. appreciate the environment forces that shape a business organization; and
4. formulate marketing plans with well-defined objectives.

Indicative Content

Fundamentals of Marketing

The nature and scope of marketing. The evolution of marketing. Modern marketing and its environment.

Marketing Environment

Environment monitoring. Organization's internal environment. External microenvironment. External macroenvironment.

Buyer Behaviour and Market Segmentation

Consumer buying behaviour. Nature and scope of business market. Segmenting consumer markets. Segmenting business markets.

Marketing Mix

Product planning and development. Price determination. Channels of distribution. Determining the promotional mix.

Marketing Planning

The management process in marketing. Managing the marketing effort. Evaluating marketing performance.

Teaching Approach

Real life examples will be used to illustrate the marketing theories and concepts discussed during lectures. Students are expected to participate actively in-class case discussions. Students are also expected to read the assigned case materials before attending the lectures.

Skills Developed

Problem solving, teamworking, communication and presentation skills.

Assessment

Continuous Assessment	30%
Final Examination	70%

INFORMATION TECHNOLOGY

Role and Purpose

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.

Objectives

On completion of this module, the student will gain a good understanding of the following subjects:

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

Indicative Content

Essentials of Computing and the Internet

Computing resources. Hardware and software technologies. Input and output technologies. Storage technology. Information: the reason for using IT. Internet and World Wide Web.

Database Technology

Personal and PC databases. Developing database applications. Enterprise databases. Data warehouses.

Network Technology

Network service applications. Types of networks. Physical network transport technology. Electronic commerce and electronic business.

Developing IT Applications

Systems development life cycle. Systems analysis techniques. IT development personnel.

Information Systems in enterprise

Enterprise information systems. Business operational support. Managerial decision making. IT for manufacturing. Enterprise resource planning systems. Strategic role of IT.

Issues in Information Technology

Security. Privacy. Ethics.

Teaching Approach

The instructor of the course decides on the teaching methods used in the section.

Assessment

Continuous Assessment	30%
Final Examination	70%

HUMAN RESOURCES MANAGEMENT

Role and Purpose

This module introduces the concepts of Human Resources Management. It forms a major input to Business Strategy in Part III.

Objectives

1. To introduce the main concepts of human resources management policies and practices.
2. To develop abilities to evaluate human resources situations, explore problems and recommend appropriate strategies.

Indicative Content

Roles of Human Resource Function

The roles of human resource function in an organization; managing internal and external environments.

Manpower Planning

Its relationship to overall business planning. Sources of information. Planning valuables and strategies. Outsourcing.

Recruitment and Selection

Defining requirements. Selection placement. Sources of candidates. Relative effectiveness and selection methods - reliability and validity. Selection interview skills.

Pay and Benefits

Job analysis and evaluation - analytical and non-analytical methods. Remuneration policy and administration. Wage payment systems. Salary structures. Employees benefits.

Performance Management

Objectives and 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

Training objectives. Training needs analysis. Design of training programmes. Training evaluation.

Employee Relations

Introduction to methods of employee participation. Objectives and application of grievance and disciplinary methods. Communication program.

Health and Safety

Objectives and legal compliance. Methods of improving health and safety standards. Policy and procedures.

Teaching Approach

In the lectures/seminars the general principles of the syllabus topics will be presented and developed together with guidance on further reading and activities.

Skills Developed

Communication and presentation skill, teamworking and leadership, problem-solving and time management.

Assessment

Continuous Assessment	30%
Final Examination	70%

CHANGE AND QUALITY MANAGEMENT

Role and Purpose

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.

Indicative Content

Understanding Change

building the case for change, choice of change levers, types of change, conceptions of quality and quality management.

Diagnosis for Change

The role of the change agent, units of analysis, modes of diagnosis, Lewin's force-field analysis, diagnostic styles, consultant-client relationships.

Creating readiness for change

strategies for announcing organizational change, participation versus empowerment, modes of empowerment, design principles and practice, action research and action learning, change ownership.

Modes of Intervention and Implementation

leadership for change, the concept of depth of intervention, communication and announcements, use of self-managing teams, management of resistance, aid analysis, organizational power and politics, ethical considerations relating to conduct of change, implementation and evaluation of the change effort.

Teaching Approach

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

Assessment

Continuous assessment	40%
Examination	60%

FINANCIAL MANAGEMENT

Role and Purpose

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%

INTERNATIONAL BUSINESS

Role and Purpose

The course offers students knowledge of international business environment and skills of international business operations.

Objectives

To enable students to appreciate the fact that international business is faced with a unique set of business environments and to give students skills of international business operations.

Indicative Content

International Business Environments

Cultural, political, legal and economic environments. Economic integration and co-operative agreements.

Theories of International Trade, Production and Investment

Mercantilism, Absolute Advantage, Comparative Advantage and The Product Life Cycle.

International Financial Management and Monetary System

IMF, World Bank, Foreign exchange and the determinants of exchange rates.

International Entry Mode Choice and Strategies

Export and import strategies. Licensing, joint ventures and wholly owned enterprises.

Organization and Control in International Business

Factors affecting structure and decision making. Different organizational structures-international product, geographic, functional and matrix. Control mechanism.

Marketing in International Business

Market selection, identification, and screening, concentration versus diversification, standardization, adaptation, product, pricing, distribution and promotional policies.

Production in International Business

Special features of productions methods in US, Europe and Japan.

Teaching Approach

Lectures are supplemented by case studies. Videos and current international business events related to Hong Kong will be used for discussion and tutorials.

Skills Developed

Analytical skills, team work, skills of communications and presentations.

Assessment

Continuous Assessment	30%
Final Examination	70%

MARKETING MANAGEMENT

Role and Purpose

This module builds on the general principles developed in the Marketing course in Part I and introduces students to more specialised aspects of marketing decision-making they will likely encounter in middle-management positions.

Objectives

We make a distinction between top management strategic decisions and the operational decisions for which middle managers are held accountable. We will give extensive coverage to the development of marketing plans and programmes, and the management of budgetary considerations.

Indicative Content

Marketing planning process. Business forecasting. Understanding consumer diversity. Marketing intelligence and decision support systems. Relationship marketing and strategic alliances. Profitability and productivity analysis. Environment and ethical aspects of marketing practices. Organisation, co-ordination and control of marketing programmes.

Teaching Approach

This course will be taught from a decision-making perspective rather than from a descriptive point of view. The lectures and case discussions will be organised around the marketing planning process to clearly delineate the relationships among marketing decisions.

Skills Developed

Cross-functional problem solving; systematic marketing planning; tolerance for ambiguity in decision making.

Assessment

Continuous Assessment	30%
Final Examination	70%

MANAGEMENT OF INFORMATION TECHNOLOGY

Role and Purpose

The module prepares the student for the challenges of managing information technology (IT) and information systems (IS) in an organizational context.

Objectives

1. To examine the various issues in the management of IT and IS in an organization.
2. To introduce the major management concepts and techniques for IT and IS.

Indicative Content

Strategic Role of IT

Competitive strategies; competitive systems and co-operative systems; business process re-engineering.

Organizational Context

Management structures; steering and other committees; outsourcing.

Managing Information Resources

Corporate data resources; data administration; multimedia systems.

Managing Information Systems Operations

Data center management; security in distributed systems; disaster recovery.

Managing End-User Computing

Information centers; field force automation; end-user training.

Project Management

Life-cycle model; project initiation and proposal; leadership; teamwork; effective meetings; time management; reporting and presentation techniques; CASE.

Project Planning and Control

Project planning and tracking tools (e.g. PERT, GANTT); cost estimation and control; resource allocation; staffing; quality assurance; risk management; software metrics; policies and standards.

Teaching Approach

Management issues, concepts and techniques will be introduced during lectures. Discussion will be carried during seminars with the help of examples and case studies.

Skills Developed

Project management skills; communication and presentation skills; team-working and leadership skills; time management.

Assessment

Continuous Assessment	30%
Final Examination	70%

MANAGEMENT ACCOUNTING

Role and Purpose

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

Role and Purpose

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

Objectives

1. To improve students' general proficiency in the use of English
2. To help students become more effective communicators through understanding the principles and barriers to effective communication.
3. To help students appreciate different channels, media, types, and formats of business communication.

4. To enhance students' skills to effectively analyse the needs of the audience and tailor the message to these needs.
5. To equip students with skills for writing project proposals and reports.

Indicative Content

Making oral presentations: Establishing objectives; analysing the audience; using delivery techniques and audio-visual aids; introducing speakers and giving votes of thanks.

Business correspondence: Letters and memoranda; characteristics of good business writing; drafting and editing.

Project proposals and reports: Planning for research; writing a project proposal; searching for and collecting information; selecting and organising information; writing the introductory and concluding chapters; structuring a chapter; interpreting and presenting graphic information; writing in an acceptable academic style.

Expository and argumentative writing: Making a point and supporting it; developing a theme through sentence and paragraph writing; increasing fluency and clarity of focus through backgrounding and foregrounding; using connective expressions and other cohesive devices; grammatical accuracy and precision in meaning.

Teaching Approach

Lectures will be kept to a minimum. Students will work as individuals and in groups for maximum practice and participation. Role-play will also be used.

Assessment

Continuous Assessment	40%
Final Examination	60%

BUSINESS STRATEGY

Role and Purpose

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	30%
Final Examination	70%

MANAGEMENT REPORT

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.