

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

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

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

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## **Admission requirements**

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

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

**MGM 2.**

- (a) A qualifying examination may be set to test the candidates' formal academic ability or their ability to follow the courses of study prescribed. It shall consist of one or more written papers or their equivalent, and may include a project report.
  - (b) Candidates who are required to satisfy the examiners in a qualifying examination shall not be permitted to register until they have satisfied the examiners in the examination.
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## **Award of degree**

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

- (a) comply with the General Regulations;
  - (b) comply with the Regulations for Taught Postgraduate Curricula; and
  - (c) complete the curriculum and satisfy the examiners in accordance with the regulations set out below.
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## **Period of study**

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

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## **Completion of curriculum**

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

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

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

**Assessment**

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

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

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

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

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

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

**Grading system**

**MGM 12.** Courses shall be graded according to the following grading system:

| <i>Grade</i> |   | <i>Standard</i> | <i>Grade Point</i> |
|--------------|---|-----------------|--------------------|
| A+           | } | Excellent       | 4.3                |
| A            |   |                 | 4.0                |
| A-           |   |                 | 3.7                |
| B+           | } | Good            | 3.3                |
| B            |   |                 | 3.0                |
| B-           |   |                 | 2.7                |
| C+           | } | Satisfactory    | 2.3                |
| C            |   |                 | 2.0                |
| C-           |   |                 | 1.7                |
| D+           | } | Pass            | 1.3                |
| D            |   |                 | 1.0                |
| F            |   | Fail            | 0                  |

### **Assessment results**

**MGM 13.** On successful completion of the curriculum, candidates who have shown exceptional merit at the completion of the curriculum may be awarded a mark of distinction, and this mark shall be recorded in the candidates' degree diploma.

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# SYLLABUSES FOR THE DEGREE OF MASTER OF GLOBAL MANAGEMENT (MGM)

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

## CURRICULUM STRUCTURE

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

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

## CORE COURSES

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

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

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### **PMGM7002 Managing Across Cultures (6 credits)**

The trend of globalization in business requires organizational members, especially managers, to effectively accomplish international assignments, to collaborate with cross-cultural teams, and to manage the increasingly diverse workforce. Therefore, managers need to acquire unique cultural competencies that go beyond traditional managerial competencies. We will focus on organizational behavior and human resource management issues in multinational organizations.

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

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

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

Global Management from Economics Perspectives is mainly microeconomics. To effectively manage a company in the age of globalization, a manager needs to have a good understanding of demand, supply, cost, pricing, market power, competition and international trade. The analysis and methods learned in this course will help you understand other business subjects.

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

This course is designed to prepare students to better understand the dynamics of multinational corporations. The course introduces a unified framework that managers can apply to analyze the opportunities and challenges that multinational corporations encounter when entering and operating in

global markets. The emphasis is on the strategic and operational issues confronting multinational corporations. First, the course discusses how multinational corporations deal with the complex global business environment. Second, it discusses the ways to enter global market, manage competitive dynamics, and structure multinational corporations.

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

This course aims to familiarize students with conventional wisdom and cutting-edge knowledge on international business strategy and equip them with the skills to analyze competition and formulate strategies in a global context, with a particular focus on the impact of technological evolution and business model innovation. Lectures will be offered to help students understand and evaluate the interplay between institutions, firm choices and performance. Case discussion and group project will provide students the opportunities to understand the dynamics of technological evolution and business model innovation, to identify key strategic issues and to develop international competitive strategies with real-world applications. Students will also be expected to develop communication and teamwork skills, critical thinking skills and a leadership mindset.

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**ELECTIVE COURSES**

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

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

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

This course covers human resources management (HRM) topics in the global context. We will cover pioneering HR practices in multi-national enterprises (MNEs) and other forms of international organizations such as governments, non-profits, and non-governmental organizations (NGOs). In this course, we will learn through theoretical frameworks, examples and cases, and simulated decision-making scenarios.

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

As companies increasingly compete in the global landscape, how to formulate global strategy becomes a pivotal issue for top executives. This course examines the opportunities and challenges that companies confront when devising global strategy, as well as how companies adopt appropriate strategies, including blue-ocean and Internet strategies, to adapt to the complex institutions in the global market. The course emphasizes greatly on applying theoretical framework in analyzing practical problems confronting global business.

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

This course examines the opportunities and challenges that a rising and rapidly changing China has provided for various business corporations, i.e. multinational corporations, domestic state-owned enterprises, entrepreneurial firms.. It delineates the complexity of contemporary China with respect to economic, technological, political, social and cultural environments and how it influences corporations in a wide range of industries. Based on in-depth discussions of extensive business cases such as Google in China, Tencent/WeChat, Huawei, Haidilao, Pinduoduo and so on, it aims to provide students with analytical frameworks of how managers navigate in the China business environment and address the challenges and threats.

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**PMGM7015 International Business Environment (6 credits)**

This course examines the opportunities and challenges that contemporary managers confront when conducting business across national borders. It addresses the complex environment of international business with respect to economic, social, cultural, political, and legal institutions. Special attention will be given to examine how these institutions shape business operations in the global market. Throughout this course, we will also highlight some of the drivers of global macroeconomic development and its impact on international business.

*Note: This course is not open to candidates who have taken or are taking MSMK7027.*

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

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

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

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

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**PMGM7018 Career Management (6 credits)**

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

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

This course focuses on the link between organizational structure and business strategy. The core question addressed is how firms should be organized to achieve their performance objectives. Topics covered in this course include incentive pay, evaluation, ownership, hierarchy, organizational architecture and culture, and personnel management. The course also discusses the role of management in the aggregate economy and the digital economy. The course consists of lectures (Part I and Part II) and class presentation and discussion in the format of a conference (Part III).

*Note: This course is not open to candidates who have taken or are taking ECON6006.*

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

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

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

After the 1997-98 Asia financial crisis and the 2008-09 financial tsunami Europe and the United States, corporate governance and social responsibility have attracted widespread public attention and debates. In the past few decades, our Asian organizations have undergone dramatic transformations in their

governance strategies and practices. However, what are the characteristics of corporate governance in Asia? How are Asian organizations adapting their governance in response to the dynamic business and regulatory environment? What are the impacts? Most of these questions are still under-explored. This is mainly because we do not fully understand our institutional and business environment and how these factors affect corporate and managerial behaviors. This course is designed to provide a theoretical framework to analyze these questions.

*Note: This course is not open to candidates who have taken or are taking MACC7011.*

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

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

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

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

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**PMGM7024 Business Lab (6 credits)**

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

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

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

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

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

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

This course aims at introducing students to the European business culture through an interdisciplinary

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

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

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

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**PMGM7029 Workplace Wellness (6 credits)**

This course will introduce you to the basic components of wellness programmes. It will cover topics surrounding mental health, stress, anxiety, burnout, work-life balance, work recovery, coping strategies, and developing resilience, and psychological safety. The aim is to provide students with the awareness, understanding, and tools to become workplace wellness ambassadors. To achieve this, we will consider how companies around the world incorporate wellness into their business strategy and evaluate the effectiveness of various approaches to corporate wellness programmes.

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**ASSESSMENT**

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