




# BELT AND ROAD CROSS-PROFESSIONAL ADVANCEMENT PROGRAMME

## 一帶一路跨專業發展計劃



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**Timothy W. Tong, Ph.D.**

President  
The Hong Kong Polytechnic University



### *The Programme showcases a strong and unique interdisciplinary presence.*

The Nation's Belt and Road Initiative is a powerful engine for global economic development. It also presents unprecedented opportunities for universities to establish and strengthen international partnerships, through which to further advance their educational and research endeavours.

Since 2014, The Hong Kong Polytechnic University has been striving to establish collaborative networks with Belt and Road universities for student recruitment and exchange, as well as for academic and research collaborations. Committed to supporting the HKSAR Government's drive to develop Hong Kong as a facilitator and promotor of the Belt and Road Initiative, we have taken another bold step this year.

PolyU plans to introduce the Belt and Road Cross-Professional Advancement Programme, providing a platform for professionals and other stakeholders in Hong Kong and Mainland China to exchange knowledge and share experience, as well as to network, explore market opportunities and develop multilateral collaborations. The Programme is funded by the Professional Services Advancement Support Scheme of The Commerce and Economic Development Bureau of the HKSAR Government.

Through the collaborative efforts of the University's various departments, including the Institute for Entrepreneurship, Institute of Advanced Executive Education, the Chinese Mainland Affairs Office, the Department of Building and Real Estate, and the School of Accounting and Finance, the Programme showcases a strong and unique interdisciplinary presence. Apart from workshops in accounting, legal, building and construction-related services, the Programme also offers sharing sessions during which senior executives from Chinese enterprises, multinational business leaders and representatives from the Belt and Road countries will share their fresh perspectives on the Initiative.

I take this opportunity to thank the Government for supporting this Programme, and I am confident that this new and exciting initiative will facilitate Hong Kong's professionals to play an active role in and make valued contributions to the Belt and Road Initiative.

## PROGRAMME DIRECTOR'S MESSAGE

### Professor Albert Chan

Head of Department of Building and Real Estate  
Associate Director of Research Institute for Sustainable Urban Development  
Chair Professor of Construction Engineering and Management

*Hong Kong professionals in the fields of accounting, legal, building and constructions are positioned to play a vital role in contributing their expertise in Belt and Road infrastructure projects.*



The Belt and Road Initiative launched by the Central Government in 2013 creates a strong link among nations and opens up new opportunities for infrastructure development projects. As a hub for professional services talent, Hong Kong professionals in the fields of accounting, legal, building and constructions are positioned to play a vital role in contributing their expertise in Belt and Road infrastructure projects.

The Belt and Road Cross-Professional Advancement Programme is designed to harness this unique opportunity. It will enable Hong Kong professionals to connect with other professionals and Mainland business leaders and to drive new opportunities in the Belt and Road countries.

Infrastructure projects are the backbone of the Belt and Road Initiative as it provides a platform for trade and cultural exchanges. The key factors to be considered at various stages of engaging in a Belt and Road infrastructure project will therefore be blended into the seven workshops. First, we will look at ways to assess feasibility and financeability before engaging in a project. We will then explore various tools to handle and manage unforeseeable challenges that may arise in a project, such as cross-cultural management, budget issues and disputes resolution. With this knowledge in mind, the two sharing sessions will generate exciting and inspiring cross-professional exchanges and networking, which in essence, is the aim of this Programme.

This uniquely-blended programme aims to enrich the capacity of Hong Kong professionals to take part in future Belt and Road related projects. We look forward to meeting you in this exciting Programme.

### *Crossing the professional boundaries; Sharing your Belt and Road experiences.*

The Belt and Road initiatives have opened up a new form of regional and international cooperation and it provides a wide range of opportunities and challenges. By understanding the cultural and economic features of this cross-border venture, Hong Kong professionals will be better placed to take advantage of the business environment in Belt and Road countries.

To grasp this opportunity, the Institute for Entrepreneurship (IfE) and the Institute of Advanced Executive Education (IAEE) are pleased to introduce the uniquely-blended Belt and Road Cross-Professional Advancement Programme, specifically designed for accounting, legal, building and constructions professionals in Hong Kong.

The Programme features seven workshops and two sharing sessions, offering a robust and accessible platform for Hong Kong professionals to exchange views on multilateral co-operation and to explore new market opportunities arising from the Belt and Road Initiatives.

#### **Programme learning outcomes**

On completing the Programme, participants are expected to:

- ◆ identify techniques to analyse and evaluate international construction projects in Belt and Road countries;
- ◆ enhance management and negotiation skills in a complex cross-cultural environment;
- ◆ connect with other Hong Kong and Mainland professionals and enterprises to foster a culture of collaboration.

#### **Unique features of the Programme**

- ◆ **First ever cross-professional programme** designed and delivered by academia and industry experts;
- ◆ **Authentic case studies** shared by renowned Belt and Road professionals in each workshop;
- ◆ **Unique networking opportunities** for Hong Kong and Mainland Chinese business leaders, industry experts, professionals keen on exploring potential strategic collaboration in Belt and Road countries.



**25 - 26**

**JAN  
2019**

## **Workshop 1: Project Appraisal - Feasibility Study on Belt and Road Projects**

The Belt and Road Initiative unveiled in 2013 aims to strengthen regional connectivity through a range of projects in infrastructure investment. It includes railway and highway, real estate, construction materials, automobile and education etc. On the one hand, the Initiative represents a vast amount of opportunities for Hong Kong professionals and enterprises. On the other hand, given the nature and diversity of the projects, it presents challenges to local professionals and enterprises, particularly in the assessment of projects at the feasibility stage.

In this workshop, the speakers will address the challenges and help participants gain a better understanding of how to conduct feasibility study on the Belt and Road projects. The following topics will be covered:

- ◆ Project valuation techniques;
- ◆ International project valuation standards;
- ◆ Economic appraisal: theory and methods; and
- ◆ Financial appraisal and development decisions.

On completing the workshop, participants are expected to:

- ◆ identify sources of international standards in all forms of project appraisal.
- ◆ undertake comparative analysis on a country by country basis of local practice against internationally recognised standards and approaches to project appraisal, financial and economic appraisal and environmental appraisal.
- ◆ undertake comprehensive appraisal of complex development projects that generate a mixture of private benefit and significant social and/or environmental impacts.



15 - 16

**FEB**  
2019

## **Workshop 2: Financing the Belt and Road Initiative**

One focal point of the Belt and Road Initiative is to ensure the financeability of projects with a smooth two-way cash flow. To achieve this, the financial cooperation between China and Belt and Road countries should be enhanced, besides securing initial fund injection to kick start the infrastructure projects.

Much reliance has to be placed on using appropriate financing instruments, the assistance of multi-lateral institutions and capacity-building of financial entities in the countries concerned. As a regional financial centre, Hong Kong can play an important role in making these happen. The following topics will be covered:

- ◆ Modern portfolio theories: the basics of classical investment theories;
- ◆ Other theories used to estimate the risk and return on investment assets, whether financial or real; and to construct a portfolio of assets that offers the highest expected risk-adjusted return;
- ◆ The methodology of making investment decisions, which are always a trade-off between risk and return;
- ◆ The principles of cross-border financing of infrastructure works and the implications on practice.

On completing the workshop, participants are expected to:

- ◆ understand the overarching principles of infrastructure financing in a cross-border context to identify related institutions and suitable financing instruments for Belt and Road situations.
- ◆ appreciate the possible roles of Hong Kong in facilitating Belt and Road infrastructure financing.
- ◆ be able to articulate sources of project risks including systematic market and country risks and unsystematic idiosyncratic project risks in the Belt and Road projects.
- ◆ be competent in applying modern portfolio theories to make investment decisions, including the estimation of asset prices and consequently capital costs.

29 - 30

MAR  
2019

## Workshop 3: Managing Risks in Belt and Road Projects

Professionals tend to view project risks from the perspective of their own professions. They also tend to be more familiar with the types of risks that they often encounter in their practices and have a unique set of technical jargon and tool kits to deal with such risks.

As a result, years of learning and experience are often required to enable cross-professional communication on risk management issues. At the same time, emerging risks (or opportunities) which do not traditionally belong to a professional domain are often overlooked.

In this workshop, the speakers aim to help participants develop a common framework and terminology that enables them to communicate and work together on Belt and Road projects. The following topics will be covered:

- ◆ Risk management issues related to Belt and Road projects;
- ◆ A common framework for integrated risk management;
- ◆ Identification, quantification and mitigation of major risks.

On completing the workshop, participants are expected to:

- ◆ identify the role of risk management in business projects.
- ◆ apply a variety of tools to identify, measure and control a project's risk exposure related to its operation and financing in a global market environment.
- ◆ identify and evaluate emerging issues related to risk management of Belt and Road projects.





14 - 15

JUN  
2019

## Workshop 4: Cross-cultural Management of Belt and Road Projects

A thorough understanding of cross-cultural challenges and opportunities is imperative to successfully plan and deliver Belt and Road projects.

All 60+ countries involved in the Belt and Road Initiative have very different national and work cultures. This can have a significant impact on risk assessments, financing, organisation formation and management approach to accomplishing project goals.

In this workshop, the speakers will introduce the essential theoretical background knowledge that underpins cross-cultural management studies to shed light on the effective management of Belt and Road projects. Through practical case studies, interactive games and direct interaction with guest speakers, participants will experience resolving cross-cultural management challenges in order to reap the opportunities in Belt and Road projects. The following topics will be covered:

- ◆ Cross-cultural management studies, notably by Hofstede and other researchers;
- ◆ Contemporary study by Meyer on 'Cultural Relativity' and her bestseller, "*The Culture Map*";
- ◆ Published international cases on cross-cultural management of major projects;
- ◆ Recent Hong Kong's cross-cultural management cases;
- ◆ Cross-cultural management of Belt Road projects.

On completing the workshop, participants are expected to:

- ◆ understand the essential cross-cultural sociological and behavioural theories.
- ◆ draw experience and knowledge from published cross-cultural managed international projects.
- ◆ be capable of overcoming challenges and assessing opportunities in cross-cultural projects.





30 - 31

AUG  
2019

## **Workshop 5: International Project Management and Relational Contracting Systems**

Under the Belt and Road Initiative, China collaborates with partnering countries to initiate international mega-sized infrastructure development projects, aiming at boosting their economy and services. In practice, similar to construction projects in Hong Kong, these types of construction projects often experience significant project delays and budget overruns due to a lack of proper management of resources and stakeholders.

In this workshop, guest speakers will address challenges that project managers may encounter. They will introduce the fundamental knowledge and real-life practices of international project management and relational contracting systems. Participants will be provided with real-life case studies to capture the lessons learned from managing construction projects both locally and internationally. The following topics will be covered:

- ◆ Project management techniques: scope management, time management, cost management, resource management and stakeholder management; and
- ◆ Construction procurement systems and relational contracting systems;
  - (a) Design-bid-build;
  - (b) Design-and-build;
  - (c) Partnering and collaborative working via Target Cost Contracting (TCC) and public-private partnership (PPP).

On completing the workshop, participants are expected to:

- ◆ understand the fundamental principles of project management in relation to time, cost, resources and stakeholders.
- ◆ be able to apply project management techniques in workplaces aiming to reduce delivery time and cost, and enhance working relationships with local and international parties.
- ◆ be able to select appropriate procurement options and evaluate their pros and cons for different construction projects.
- ◆ be able to apply the concepts and principles of relational contracting to the implementation of construction projects.

20 - 21

SEP  
2019

## Workshop 6: *Dispute Management and Law for International Projects*



Belt and Road infrastructure projects usually involve at least one key player (e.g. contractor, consultants or employers) working outside their country of origin. As these multi-national participants come from different political, legal, economic, and cultural backgrounds, disputes in these projects involve more than just the rights and interests of the parties. If disputes are not managed properly, they tend to cause project delays and destroy business relationships.

Since globalisation has led us to harmonisation and convergence with international practice, international projects call for common practices and procedures and have led to something approaching a 'global law'.

In this workshop, the speakers will introduce the theoretical and practical knowledge of dispute resolution (DR) to equip participants to face the challenge of "disputology" problems in the Belt and Road projects. The following topics will be covered:

- ◆ Institutional framework to resolve disputes and handle certain construction risks;
- ◆ The harmonisation of international arbitration;
- ◆ Application of Alternative Dispute Resolution (ADR) and 'multi-tiered' DR mechanisms in international projects.

On completing the workshop, participants are expected to:

- ◆ be able to examine different dispute resolution mechanisms (DRM) to decipher their characteristics, limitations and legal implications.
- ◆ understand the nature of DRM, in order to project a general topography showing the distribution pattern of their use for resolving different types of dispute involving international parties.
- ◆ gain an insight into cultural dimensions of how disputes may be caused and resolved.
- ◆ be able to interact with the purposely-developed DRM website to appraise and select the most appropriate mechanism for their dispute types.



04 - 05

OCT  
2019

## Workshop 7: Integrated Project Management

This workshop is designed to serve as the Capstone of the Belt and Road Cross-Professional Advancement Programme workshop series. Through integrated project studies, the total project life cycle from inception, feasibility, funding, design and construction, risk management and facility management in relation to Belt and Road projects will be discussed.

The key issues of cross-cultural management and international dispute resolution will be simulated. Participants will participate in role play and simulation workshops. Challenges of major programme management will also be discussed with special reference to Belt and Road projects. The following topics will be covered:

- ◆ Recent political, financial, cultural, technical and other challenges of Belt and Road projects;
- ◆ Challenges of major programmes / projects internationally;
- ◆ Conceptual review of Programme Management, Project Management and Total Facility Management;
- ◆ Public-private partnership (PPP) and selected cases;
- ◆ Case studies of Belt and Road projects from inception and financing to execution;
- ◆ Role play and project simulations.

On completing the workshop, participants are expected to:

- ◆ experience the total life cycle of Belt and Road projects.
- ◆ understand the public-private partnership (PPP) process a key procurement approach for Belt and Road projects.
- ◆ appreciate and recognise the challenges of major programmes management in Belt and Road Initiatives.
- ◆ be equipped to tackle upcoming Belt and Road projects.

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**MAY**  
2019

*Session 1*

22

**NOV**  
2019

*Session 2*

## Sharing and Networking Sessions

The two sessions offer a unique networking opportunity for participants to connect with business leaders, industry experts and professionals from Belt and Road countries in a more relaxed and semi-formal setting.

They are designed to boost cross-professional understanding and provide networking opportunities for the participants. In each session, representatives from professional bodies and Belt and Road countries will be invited to share their practices, research findings and insights on Belt and Road projects.

Bringing together stakeholders from a wide range of professions and expertise, these sessions are a perfect platform to explore innovative ideas and stimulate forward-looking business collaboration.

Please join us to experience the power of sharing and networking.



## PROFESSIONAL TRAINING TEAM



### **Prof. Eddie Hui, MH**

Professor  
Associate Head  
Department of Building and Real Estate, PolyU  
Fellow of the Cambridge Commonwealth Trust  
Departmental Associate of Land Economy Department, University of Cambridge

#### Workshop 1

Prof. Hui is an all-round professional with diverse experience in both local and international research and consultancy projects. In 2015, Prof. Hui received a medal of honour from the Hong Kong SAR Government to recognize his outstanding contributions to the society, especially on Town Planning Board and the surveying sector.

His latest research projects focus on the analysis of real estate markets and urban development in Hong Kong and Greater China



### **Prof. Patrick Lam**

Professor  
Department of Building and Real Estate, PolyU  
Member of the Hong Kong Institute of Surveyors  
Member of the Royal Institution of Chartered Surveyors

#### Workshop 2

Before joining the teaching profession, Prof. Lam practiced for 10 years in multi-disciplinary work environments in Hong Kong and Singapore, including as a consultant quantity surveyor and as a contractor / developer.

His latest research topics cover project finance, public-private partnerships, business models, startup growth, smart cities, construction specifications and buildability, etc.

## AND



### **Dr. Chiang Yat Hung**

Adjunct Professor  
Department of Building and Real Estate, PolyU  
Member of the Hong Kong Institute of Surveyors  
Member of the Royal Institution of Chartered Surveyors

#### Workshop 2

Dr. Chiang has a rich mix of industrial and academic experience. Prior to joining PolyU, Dr. Chiang worked for the Hong Kong Government for ten years in the field of Quantity Surveying.

His current research and consultancy interests are in property investment in the portfolio context and competitiveness issues in property and construction.



### **Dr. Shaojun Zhang**

Associate Professor  
School of Accounting and Finance  
Deputy Director  
Faculty of Business – Belt and Road Centre, PolyU

#### **Workshop 3**

Prior to joining PolyU, Dr. Zhang was affiliated with Nanyang Technological University. He is an Associate of the Society of Actuaries and has served on the Board of Directors of the Asian Finance Association since 2010.

Dr. Zhang has given lectures at universities in the United States, Mainland China, Singapore and Hong Kong and received the PolyU Faculty of Business's Prize for Outstanding Performance in Teaching in 2016. His main research interest is to understand the price formation process in financial markets. His research papers have been published in leading academic journals and received multiple best paper awards.



### **Dr. Chan Man Wai**

Professor of Practice  
Department of Building and Real Estate, PolyU

#### **Workshop 4 and Workshop 7**

Dr. Chan was formerly the Executive Director (Project Delivery) of West Kowloon Cultural District Authority (WKCD) and, the Vice President (Projects & Facilities) of The Hong Kong Science & Technology Parks Corporation (HKSTP).

With his rich experience in cross cultural management, Dr. Chan led and managed the overall planning process of the district and international consultancy and construction procurement of projects that involved Canadian, UK, US, Dutch and Hong Kong professionals at WKCD. He has been awarded the honour of "Distinguished Building Surveyor" by the HKIS.



### **Dr. Daniel Wai-Ming Chan**

Associate Professor in Construction Project Management  
Associate Head (Teaching and Learning)  
Department of Building and Real Estate, PolyU

#### **Workshop 5**

Being a Project Manager, Chartered Building Engineer and Registered Construction Manager by profession, Dr. Chan is also the Honorary Secretary and Member of the Executive Council of the Hong Kong Institute of Project Management (HKIPM).

Dr. Chan has published over 220 research papers on the broad theme of project management in leading construction management journals and international conference proceedings.

## **AND**



### **Dr. Francis Ming-Fung Siu**

Assistant Professor of Construction and Real Estate Management  
Department of Building and Real Estate, PolyU

#### **Workshop 5**

Dr. Siu is building on previous industrial research experience, which he gained while collaborating with multiple construction companies in both Hong Kong and Canada to advance the knowledge and practice of building, infrastructure, and industrial construction.

His research focuses on developing innovative methods and technologies in the fields of project planning, control and visualization.





### **Prof. Edwin Chan**

Professor, Department of Building and Real Estate, PolyU  
Accredited mediator of the Hong Kong International Arbitration Centre  
Mediator/arbitrator of the Joint Panel of Mediators/Arbitrators of the Hong Kong Institute of Surveyors (HKIS) and Hong Kong Institute of Architects (HKIA)  
Panel arbitrator of the Guangzhou Arbitration Commission

### **Workshop 6**

Prof. Chan is a Chartered Architect, Engineer and Surveyor and a Barrister-at-Law.

He has published his work in about 130 international Science Citation Index (SCI)/Social Science Citation Index (SSCI) journal papers and many book chapters.

His research interest include sustainability policy for the urban environment, urban renewal/ heritage conservation, low carbon polices, healthy/green buildings, institutional analysis and transaction costs for "Green" promotions, dispute management and community issues.

### **Distinguished workshop guest speakers**

Part of the intended guest speakers will be from:

- ◆ Consulate Generals of Belt and Road countries
- ◆ Hopewell Highway Infrastructure Limited
- ◆ Institution of Public Private Partnerships
- ◆ James Law Cybertecture
- ◆ Rider Levett Bucknall
  
- ◆ CGN Energy International Holdings Co., Ltd.
- ◆ China Communications Construction Company Limited
- ◆ China Development Institute
- ◆ China Merchants Group
- ◆ China Three Gorges Corporation
- ◆ Powerchina Resources Ltd.
- ◆ State Grid Corporation of China





### ***Institute for Entrepreneurship (IfE)***

As a dedicated partner of business, industry and the community, PolyU is committed to creating and transferring technology and knowhow with application value to the wider world in various ways.

IfE was established to serve as an important platform to forge closer links between academics and business for their mutual benefit. It pursues knowledge transfer and entrepreneurship.

IfE provides a wide range of services by harnessing the expertise and resources of the University. This enables it to help develop entrepreneurial talent, help industry create innovative products, and strengthen the competitive edge of enterprises in the global marketplace.

### ***Institute of Advanced Executive Education (IAEE)***

IAEE embrace PolyU's promise of "Opening Minds. Shaping the Future" in designing programmes for organisations, business professionals, high potentials and senior executives.

Through our open and bespoke programmes, IAEE provides unique learning experiences in a wide range of areas for individuals and corporate to broaden their expertise horizons. Developed and delivered by leading professors and experts in the field, our programmes inspire, enrich and empower participants, leading to significant outcomes for their organisations and their own career development. Through our programmes, the participants develop innovative thinking, enhance their leadership skills for strategic and operational excellence.

## Programme Details & Enquiry

### Workshops schedule ( Fridays and Saturdays, 9-hr workshop )

Day and Time	Activities
<b>Friday</b>	
18:00      19:30	Networking Dinner
19:30      21:30	Workshop - Sharing & Discussion
<b>Saturday</b>	
09:00      12:30	Workshop - guest speaker sharing (case study 1)
12:45      14:00	Lunch and lunch talk given by Consul General of a Belt and Road country
14:15      17:45	Workshop - guest speaker sharing (case study 2)

### Sharing and Networking sessions (Fridays, 3-hr session)

Time	Activities
14:00      15:40	Professional Sharing Session
15:40      16:00	Refreshment break and Networking
16:00      16:50	Professional Sharing Session
16:50      17:00	Closing remarks

The dates and schedule of the above may be subject to change.  
Please refer to our website for up-to-date version.

**Venue:** Hotel ICON, Kowloon  
**Workshop Fees:** HK\$800 per person  
(includes lunch, dinner and refreshments))

**Sharing Session Fees:** Free of charge

**For further information or enquiries, please contact:**

**Ms Karen Moy**

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