BIZ

香港恒生大學
THE HANG SENG UNIVERSITY
OF HONG KONG
商學院
School of Business

issue 25 | August 2026

SPECIAL FOCUS

The Era of ABUNDANT INTELLIGENCE

The Era of Abundant Intelligence

Dean's Message | HSUHK School of Business

"We are witnessing one of the most profound transformations in modern history."

Our world is currently being reshaped by major meta-trends, including sustainability challenges, demographic shifts, economic vulnerability, and changing consumer behaviour. Yet, among these developments, artificial intelligence stands apart. It is time to rethink our disciplines, our research, and our very purpose in an age where intelligence is no longer scarce.

Beyond Mere Efficiency

Unlike previous technological leaps, AI is not just a tool to help us work faster. It is fundamentally transforming how organisations create value and deploy expertise.

- **Google** has reported that more than 75% of its new code is generated by AI, which is then reviewed and accepted by engineers.
- **Klarna**, a financial technology company, reported that its AI assistant handled millions of customer-service interactions.
- This AI assistant performed work equivalent to that of hundreds of full-time employees.

"For scholars, the more important question is not what AI can do today, but what it means for the concepts and theories that have guided our disciplines for decades."

Professor Sam PARK

Distinguished University Professor
Dean, School of Business

The Collapse of Coordination Costs

Throughout academic history, management theory has been built on foundations like transaction costs, coordination costs, and organisational hierarchy. These frameworks were developed during an era when information was scarce and coordination was highly costly.

Today, AI can monitor activities, process information, allocate resources, and support decisions almost instantly. This dramatic reduction in coordination costs introduces radical new concepts:

> ***"Some AI thinkers have begun discussing the idea of 'organisational singularity'—a future in which AI enables a small number of individuals to coordinate activities that previously required large organisations and multiple layers of management."***

If organisational hierarchies are reshaped, we must question what happens to our understanding of management, leadership, entrepreneurship, organisational design, and competitive advantage.

The Interdisciplinary Imperative

The implications of AI extend far beyond management. AI is a technological, economic, organisational, political, behavioural, ethical, and social phenomenon. Therefore, interdisciplinary research is no longer simply desirable; it is essential.

We are already seeing AI redefine boundaries across various fields:

- In biology, **DeepMind's AlphaFold** helped address the challenge of predicting protein structures.
- This breakthrough contributed to the awarding of the 2024 Nobel Prize in Chemistry.
- In mathematics, **OpenAI** recently reported a breakthrough in the 80-year-old Erdős conjecture using a reasoning model.
- In law and economics, Argentina's President Javier Milei proposed a new category of "non-human corporations" run by AI agents or robots.
- This proposed legal framework would grant these AI companies limited liability, tax incentives, and a light regulatory approach.

Our Evolving Value: VISION 2030

As scholars, the hurdle for establishing our positions is becoming higher. Access to information and incremental modifications to existing knowledge are no longer enough.

> ***"The future role of scholars is not merely to provide information or piecemeal knowledge. It is about asking the questions that matter, challenging conventional assumptions, integrating insights across disciplines, identifying emerging patterns, and providing the intellectual foundations for higher levels of intelligence."***

This vision aligns perfectly with our School's VISION 2030. Academic excellence must mean producing research that is rigorous, forward-looking, and socially relevant. Furthermore, becoming an AI-native business school requires us to rethink how we collaborate, teach, and research in an AI-driven world.

Let us step outside our traditional mindsets. The challenge before us is not simply to respond to change, but to boldly shape the intellectual agenda for a world defined by abundant intelligence.

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Nurturing Future-Ready "One-Person Unicorns": The Launch of Our Business AI Co-Creation Lab

As we stand on the brink of an AI-driven revolution, the School of Business is taking decisive steps to ensure our students lead the change. I am thrilled to share the establishment of our Business AI Co-Creation Lab, a landmark initiative integrating artificial intelligence deeply into our business education.

The urgency of this initiative is clear. Recent data reveals a profound shift in the Hong Kong labour market, with full-time graduate job vacancies dropping by 60% from 80,000 in 2022 to just 31,000 in 2025, largely driven by automation. Concurrently, a McKinsey survey highlights that while 70% of white-collar workers in Hong Kong use AI tools, there remains a critical gap in deploying AI across complete workflows. Recognising this, 93% of students are actively building AI-related skills for their future careers.

In response, the Business AI Co-Creation Lab aims to transform our educational paradigm. Our focus spans three pillars: integrating Generative AI into curricula, prototyping real-world industry solutions, and offering joint seminars on AI ethics. We are empowering students to orchestrate complex, agentic AI workflows.

Our goal is to cultivate the "one-person unicorn"—graduates equipped with hybrid intelligence to collaborate seamlessly with AI agents. This blends domain expertise with socio-emotional skills and AI literacy, enabling students to drive innovation independently.

Crucial to this mission is our collaboration with industry partners. As Tommie Lo, CEO & Founder of Preface AI, stated: "Technology should be a tool for young people to imagine the future and create change, rather than an out-of-reach profession... We hope to open up more room for imagination through education, encouraging the new generation to explore their own futures." Indeed, our faculty are leading by example, certified under Google AI Essentials and undergoing training to become "Agentic AI-ready".

Through the Business AI Co-Creation Lab, the School of Business is committed to closing the AI skills gap and redefining graduate employability and career success. We invite our partners and students to join us in shaping the future of business education.

Mr Ricky LAM

Associate Dean (Enterprise and Business Engagement),
School of Business,
Co-Director of Business AI Co-Creation Lab

Internships and Mentorships / Minor in AI in business

In recent years, we have witnessed how fast-changing developments in AI are changing the job landscape for new graduates. We see regular news highlighting how students from leading world universities are having difficulty finding jobs when they graduate, and of course this will also spill over to students elsewhere. Dealing with this new graduate landscape will require a flexible mindset about future job roles and career paths, starting early in learning about the job market, and developing skills which will continue to be valuable in our new AI-transformed economy.

Colleagues and students who have worked with AI are no doubt aware of gaps in its effectiveness and can see how AI requires human intervention and oversight. For students, this means building knowledge about the responsible use of AI, learning about its limitations, and how requirements for humans-in-the loop provide new opportunities for them going forward. Further developing “human” skills will also help students build professional networks and future career opportunities.

To help develop these skills “human” skills, the School of Business is introducing a new compulsory internship and mentorship graduation requirement for almost all of its undergraduate programmes. These will provide students with important professional learning experiences, and opportunities to learn from experienced professionals in their field of study. Here, they can learn about new developments in their field, the impact of AI, emerging job roles, and about what skills will be necessary for their future careers. The School is also in the process of launching a Minor in AI together with the Department of Computer Science, designed to let students build more structured knowledge about applications of AI across different areas of business. Together, these will bring our students to a new level and elevate them to be AI and professionally ready for their future careers!

Dr Lisa GOH

Associate Dean (Teaching and Learning), School of Business
Co-Director of Business AI Co-Creation Lab

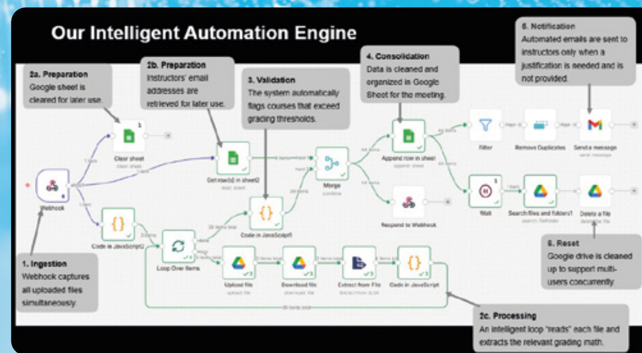
Embracing the Era of Abundant Intelligence

As we step into the "Era of Abundant Intelligence," the School of Business (SBUS) is not just witnessing this transformation; we are actively shaping it. The wave of AI integration across our School showcases a commitment to elevate administrative efficiency while keeping our true focus on what matters most: our students and our research. As computer scientist Alan Kay famously noted,

"The best way to predict the future is to invent it."

Our journey gained momentum during an intensive nine-weekend AI training workshop led by Preface. Taking us from fundamental prompting to building automated workflows with n8n, we experienced immediate administrative benefits—such as using Optical Character Recognition (OCR) to extract data from receipts and name cards directly into Google Sheets.

Inspired, my colleagues in the ACY and EAF departments (David Chui, Andy Cheng, Wing Siu, Tony Chan, and Johnson Shum) and I put our new skills to the test. We developed an n8n workflow to streamline grade distribution reports. The system handles the entire process: ingesting uploaded files, validating data against grading thresholds, consolidating it for review, flagging modules for discussion, and emailing instructors when justification is needed. It's a clear example of leveraging AI to ensure consistency while saving valuable time.



our n8n co-created workflow

This spirit of innovation carried into our School Retreat, where we brainstormed AI tools to assist personal tutors with complex academic handbooks. Inspired by these discussions, Lisa Goh put these ideas into immediate action with Copilot. Acting as a smart advisor, her system analyses a student's progress, identifies unfulfilled modules, cross-references upcoming course offerings, and instantly suggests an optimal study plan for the tutee.

Ultimately, the Era of Abundant Intelligence at SBUS is not about replacing human effort, but augmenting it. By embracing AI to handle the routine, we reclaim our time to focus on the work that truly drives our passion and purpose.

Dr Belinda YAU
Associate Programme Director of BBA-CGC Programme
Assistant Professor, Department of Accountancy

Navigating the Era of Abundant Intelligence: Demand-Driven Agility at SBUS

Reflecting on this edition's theme, “The Era of Abundant Intelligence,” I see this abundance as a fundamental shift in business education, not merely a technological milestone. Intelligence and automation are no longer scarce resources; the true differentiator is how swiftly and strategically we integrate them.

This reality echoes a recent industry commentary:

“In the AI era, as long as you learn slowly enough, you don't need to learn.”

Cheeky as it sounds, its logic is a sharp warning. As modern systems iterate by the week, slow, theoretical mastery means the technology will have already automated those very processes by the time we finish. The cutting edge has moved past basic prompt engineering into Agentic AI and sophisticated Retrieval Augmented Generation (RAG); autonomous frameworks like OpenClaw and self-improving systems like Hermes are rewriting operational standards. Real capability now lies in harness engineering, which builds the scaffolding, automated loops, and data pipelines that let these tools manage complex work independently.

My years in project management shape exactly how I read this. I lived the field's own paradigm shift from rigid Waterfall to Agile. We once planned long, linear learning paths; today's momentum demands an Agile mindset, iterative “sprints” driven by immediate operational needs, learning by doing rather than mastering before acting. That discipline is what makes AI adoption feel natural rather than threatening.

At SBUS we turn this into institutional strength. Through hands-on work with tools like n8n, we build workflow automation that solves real administrative and academic problems instantly. We are proud to bring this same mindset to our new AI minor, equipping students not with static applications, but with the speed, demand-driven focus, and organisational agility to leverage intelligent tools in real time.

In this era, the ultimate asset is no longer a static knowledge base but our speed of adaptation. By embracing an Agile path, SBUS keeps faculty and students at the frontier of business.

Dr Jason LIAO
Programme Director of BBA-FAFT/BBA-FA Programme
Associate Professor (Practice), Department of Economics and Finance

Impactful Research vs. Research Impact: How does SBUS carry out these missions?

To industry practitioners and students, impactful research and research impact may be just two ways to describe the same issue. However, in the academic world, these two terms have very different meanings. Impactful research is research that actually makes an impact and hopefully positive contributions to society, including the business sectors and citizens. It is not just about adding another paper to a journal or developing a clever theory. It is about creating knowledge that can help people, improve decisions, solve problems, or push society forward. This kind of research might influence public policy, improve healthcare, support environmental protection, or help communities understand an issue more clearly.

Using the ChatGPT 5.5 model as a tool on July 4, 2026, to analyse the 52 research proposals submitted to the Research Grants Council (RGC) by SBUS of HSUHK during the past 3 years, we explore how relevant our research proposals are to society. Our keywords for relevance include "society, business, sustainability, or industrial practice". The statistics reveal that 25 proposals (48.1%) were identified as having the potential to create impacts beyond academia. The proportion of impactful research proposals increased from 30.0% in 2024/25 to 50.0% in 2025/26 and 53.6% in 2026/27, suggesting a growing emphasis on research with practical and societal relevance.

Research impact, on the other hand, is more about how research is being noticed and used by other researchers. It often refers to things like citation numbers, journal rankings, impact factors, and downloads. The research impact of SBUS is reflected in the scholarly output with an increasing number of publications. From Jan 1, 2024, to April 10, 2026, SBUS colleagues reached a satisfactory level of research performance, publishing 4 papers from the UTD journal list, 3 from the FT50 list, 16 A* papers, and 50 A papers from the ABDC list. As of May 13, 2026, over 40% of SBUS academic staff achieved an h-index of 4 and above by Scopus, among which, over half of them achieved 8 and greater.

In short, at HSUHK, both issues matter. As a young university with a recently reformed business school, HSUHK is committed to both impactful research and research impact.

Professor Louis CHENG

Dr S H Ho Professor of Banking and Finance
Associate Dean (Research), School of Business

Research Alignment: Accepted Paper at Academy of Management Review

Morgan X. Yang, Kwok Yuen Fan, and Kevin J. Zeng. (2026). ***"Acting to know: Extending the theory of moral ambiguity in entrepreneurial action through externalized moral resolution,"*** accepted at ***Academy of Management Review***

Entrepreneurs are praised as bold risk-takers. Yet, the most daunting challenge when building a new venture is often:

"Is this the right thing to do?"

New ventures regularly yield unprecedented breakthroughs alongside unforeseen collateral damage. A health-tech app might widen care access while exposing sensitive data; an AI hiring tool might improve productivity while reproducing historical biases. Because founders cannot easily predict who will be affected or which values should come first, they face profound moral ambiguity.

Our research reveals a stark business reality: entrepreneurs cannot resolve these ethical dilemmas simply by thinking harder. In highly uncertain markets, the evidence needed for moral judgment rarely exists beforehand. Founders may understand the real consequences only after they test, listen, and learn. Consequently, we propose that entrepreneurs must "act to know" through externalized moral resolution, which operates via two practical mechanisms.

The first mechanism is moral prototyping, or a controlled ethical experiment. Before rolling out unproven technology, responsible founders test it in a sandbox—such as testing an AI tool with a small internal group—while setting clear "stop rules" to halt the test if bias occurs, keeping potential harm contained.

The second mechanism is distributed moral sensemaking, which builds a 360-degree ethical radar. Because a sole CEO has blind spots, this approach spreads ethical judgment across diverse stakeholders—including engineers, sales teams, and advisers. Routine ethics check-ins turn vague worries into concrete action.

Ethical entrepreneurship is about designing the company so that learning, accountability, and feedback are built into the product from the start.

The Founder's Checklist: Are You Testing Responsibly?

- *Is the scale right? Is our first rollout small enough to contain potential harm?*
- *Do we have clear stop rules? What specific evidence would make us pause or pull the plug?*
- *Is our radar on? Do our teams have a safe channel to raise ethical risks?*

A Triumphant Trajectory for Accreditations, Ranking & Rating: HSUHK School of Business Reaches New Global Milestones

The School of Business (SBUS) at The Hang Seng University of Hong Kong (HSUHK) continues to solidify its reputation as a premier global institution. Driven by a steadfast commitment to academic excellence and societal impact, the School has proudly earned a series of prestigious international accolades.

At the cornerstone of these achievements is our AACSB accreditation, secured in 2023. This rigorous credential places HSUHK SBUS among the top 6% of business schools worldwide. We are uniquely proud to be the first self-financed university in Hong Kong to earn this internationally recognised distinction.

Building on this robust foundation, year 2026 marked two further milestones. The School was awarded 3 Palmes of Excellence in the Eduniversal Ranking, highlighting our strong international influence. Simultaneously, HSUHK SBUS was granted full membership of EFMD Global, connecting us to a leading international consortium to foster benchmarking, collaboration, and continuous quality improvement.

Furthermore, in June, the School was officially recognised as a Level 3 "Progressing School" in the Positive Impact Rating (PIR). Out of 131 participating business schools worldwide, only 87 (66%) achieved a Level 3 ranking or above. Securing a place among these top-tier institutions in our very first year of participation is a remarkable achievement for HSUHK SBUS.


EFMD GLOBAL

Certificate of Membership

This certifies that

The Hang Seng University of Hong Kong
School of Business
China

is officially a member of the
EFMD global network,

as ratified by the Annual General Assembly in

Seville, Spain, on 8 June 2026

Eric Cornuel
President
EFMD Global

Helke Carvalho Hernandes
Vice-President
EFMD Global

Professor Sam Park, Dean of SBUS, noted: ***"Thank you to our faculty and students for their genuine efforts in driving sustainability. This PIR result provides a strong foundation for SBUS HSUHK to build upon as we move forward!"***

Together, these milestones illustrate a holistic triumph for HSUHK SBUS, proving our dedication to nurturing business leaders who will positively transform the wider world.

Reflecting on the journey ahead, Dr Lisa Yip, Senior School Manager, added: ***"It is not a straight road, and there are certainly challenges ahead to achieve our ultimate vision. However, with the Dean, faculty, and administrative staff supporting the core accreditation team—including Dr Yam Wing Siu, EQUIS Coordinator; Dr Eden Chow, AACSB Coordinator; Dr Lisa Goh, Associate Dean of Teaching & Learning; and Nancy Siu, Assistant School Manager—we are deeply determined to work together. We are driven to ensure a prolonged accreditation and rating success for the months and years to come."***

Dr Lisa YIP

Senior School Manager, School of Business

Expanding Network Reflects the Growing Global Reputation of SBUS

Our vision for global business education is no longer just an aspiration; it is rapidly becoming a vibrant reality. In a world where business knows no borders, the School of Business (SBUS) is breaking new ground with its global outreach and outbound mobility initiatives, opening unprecedented pathways for our students to learn, connect, and lead on the international stage.

Strategic Partnerships: A Rapidly Expanding Network

This year, we have surpassed our strategic partnership goals threefold, now proudly collaborating with around 40 esteemed institutions worldwide. We have formalised 20 new Memorandums of Understanding (MOUs) with schools across continents, from the prestigious Kozminski University in Poland and dynamic Thammasat University in Thailand to University of San Francisco in the USA.

But these partnerships are more than just agreements on paper. They represent bridges of opportunity and collaboration. We are co-developing high-impact joint programmes such as the MSc in Entertainment Management with Hanyang University Business School and the MSc in Sports Marketing with the University of Oregon. These innovative programmes demonstrate our commitment to evolving curricula that meet the demands of a globalised economy and prepare students for specialised, future-focused careers.

Our expanding network is a testament to SBUS's growing global reputation, not just as an academic institution but as a catalyst for international leadership and cross-cultural understanding.

Location	Institution
Austria	Modul University Vienna
Canada	Saint Mary's University
Canada	University of Windsor
China	Central University of Finance and Economics
Egypt	The American University in Cairo
Indonesia	University of Indonesia
Malaysia	UCSI University
Philippines	Ateneo de Manila University
Poland	Kozminski University
Slovakia	Comenius University
South Korea	Hanyang University
South Korea	Sejong University
South Korea	Sogang University
Thailand	Thammasat University
Turkey	Sabanci University
USA	Loyola Marymount University
USA	Oregon State University
USA	University of Oregon
USA	University of San Francisco
China Business Forum Consortium	Central Europe International Business School (CEIBS)
	Central University of Finance and Economics
	Fudan University
	Hanyang University
	NYU Shanghai
	Peking University
	Tongji University
	University College London
	University of San Francisco

Ms Nancy SIU

Assistant School Manager, School of Business

Transforming Lives Through Outbound Mobility

The true measure of our success lies in the transformative experiences our students gain. With increased exchange quotas for the next academic year, student enthusiasm is soaring, with applications more than doubling compared to this year.

Beyond semester-long exchanges, our short-term programmes, including global internships and study tours, have engaged over 200 students. A standout moment was the study tour to Seoul organised by the Department of Management, where 13 students visited Sejong University, one of our newest partners. This immersive experience went beyond campus visits; it fostered meaningful cultural and academic exchanges, offering students fresh perspectives on Korea's higher education landscape. The visit culminated in an inspiring keynote by the Dean of the School of Business and Economics, leaving a lasting impression on all participants.

Meanwhile, our postgraduate students embarked on a transformative Silicon Valley immersion programme with the University of San Francisco. As Dr King King Li, our Associate Professor, reflected, ***"This wasn't just a trip to Silicon Valley. It was a moment that could change lives."*** Indeed, these journeys ignite ambition and broaden horizons, equipping our students with the confidence and insight to navigate a complex global business environment.

Innovating to Support Student Journeys

To sustain this momentum, SBUS is investing in robust, forward-looking support systems. Funding has been allocated to expand exchange opportunities, study tours, and global internships. Our partnership with Comenius University further enriches this ecosystem by offering generous monthly stipends through the National Scholarship Scheme in Slovakia.

Moreover, we are pioneering the use of an AI-powered Exchange and Credit Transfer Tool designed to simplify academic planning and credit recognition. This innovation empowers students to confidently map their international learning journeys, ensuring seamless transitions and maximising the value of their global experiences.

At SBUS, the era of abundant intelligence is not a distant vision but a lived reality. Through our expanding global network and innovative programmes, we are shaping leaders ready to embrace complexity, seize opportunity, and make a meaningful impact on the world stage.

Igniting Entrepreneurial Mindsets for the AI-Driven Future

Entrepreneurship requires creative problem-solving and courageous thinking. Jeffrey Wong, a standout BBA-MKT alumnus and 2024 HKIM Marketing Graduate of the Year, exemplifies this entrepreneurial spirit. His journey demonstrates how passion, adaptability, and customer focus fuel business success.

From Aspiration to Impact

Jeffrey showed strong entrepreneurial passion even before university. At HSUHK, he won the Entrepreneurship Challenge, which he described as a turning point that enhanced his presentation skills, broadened his professional network, and provided him with valuable feedback from mentors and judges. Building on this momentum, he partnered with a CUHK master's student to develop an innovative business idea and secured a HKD 100,000 grant from the Cyberport Creative Micro Fund—a key milestone affirming their socially impactful venture.

Innovation Rooted in Purpose

He began his career with a digital platform connecting English tutors to primary students from low-income families. It evolved into a B2B model for primary schools, offering AI-powered personalised learning and automated grading, reducing teachers' workload while tailoring support to each student.

"Customisation is what sets us apart," he says. Starting with direct outreach and growing through referrals, he also leveraged resources from Hong Kong Science Park and mentorship. His success stems from trust and understanding customer needs. He advises entrepreneurs to ***"start with a small need and focus on solving pain points."***

Dr Winnie CHAN

Programme Director of BBA-MKT Programme
Senior Lecturer, Department of Marketing

Leading with Adaptability and Lifelong Learning

Running a B2B business demands trust and lasting relationships. Jeffrey's motto: "Persevere and create societal value. Don't expect a perfect idea—launch, listen, and refine. Wear customers' shoes and be ready to pivot."

Reflecting on his journey, he urges students to be humble and empathetic: "If I were still at university, I'd push myself to learn faster and earlier, dive deeper into new technologies, and stay ahead of market trends."

Harnessing AI to Empower the Next Generation

While AI may become business DNA, success depends on understanding customer needs and driving innovation. The future belongs to those who can master AI, collaborate with it, and unlock new opportunities together.

From Foundations to Distinction: The Evolution of HSUHK Business School

In May, the inaugural Business School Alumni Dinner was held in the auditorium, bringing together over 300 alumni, faculty members, and industry leaders. Upon entering the venue, one could not help but feel a profound sense of pride. The occasion represented not merely a celebration, but a vivid reflection of the School's remarkable evolution over more than two decades. It stood as compelling testament to how the School of Business (SBUS) has progressed from firm foundations to become a distinguished institution in contemporary business education.

A highlight of the evening was the fireside chat session, which I had the privilege of hosting. Featuring distinguished alumni from across different generations, the discussion traced the School's journey from the esteemed era of Hang Seng School of Commerce (HSSC) to its present status as a university. Particularly striking was the enduring continuity of the School's core values across time. Steve Yu, an early HSSC matriculation alumnus and now founder of a training enterprise, reflected:

"The commitment to integrity and excellence in practice that we acquired here has remained the cornerstone of my professional journey."

Dr Eden CHOW
AACSB Coordinator
Associate Director (Youth Empowerment) of Institute for Youth Sustainability Leadership
Senior Lecturer, Department of Accountancy

including Alex Fung of JPMorgan, Kenneth Chiu, Hong Kong's first professional baseball player and a record-setting pitcher, and Lizel Kwok, who has successfully established a boutique pet grooming brand leveraging her marketing education. Despite pursuing diverse career paths, they embody a shared ***"HSUHK DNA"***—a distinctive combination of adaptability, entrepreneurial mindset, and practical competence aligned with the evolving demands of the modern workplace.

This continuity of values underpins the School's broader contribution to society. In today's era of abundant intelligence, characterised by rapid technological advancement and dynamic market transformation, the Business School positions itself not only as a responsive institution but as a proactive agent of change. By equipping students with cutting-edge disciplinary knowledge alongside a robust ethical framework, the School plays a direct role in nurturing high-calibre, agile talent that contributes to the vitality of Hong Kong's economy.

During the evening, Dean Sam Park unveiled the ambitious "Vision 2030" strategic plan. No longer defined solely as a local success story, the School is increasingly positioned as a forward-looking institution dedicated to cultivating globally minded graduates capable of navigating complexity and uncertainty.

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