

# BAFS Compulsory Part: Key Business Functions

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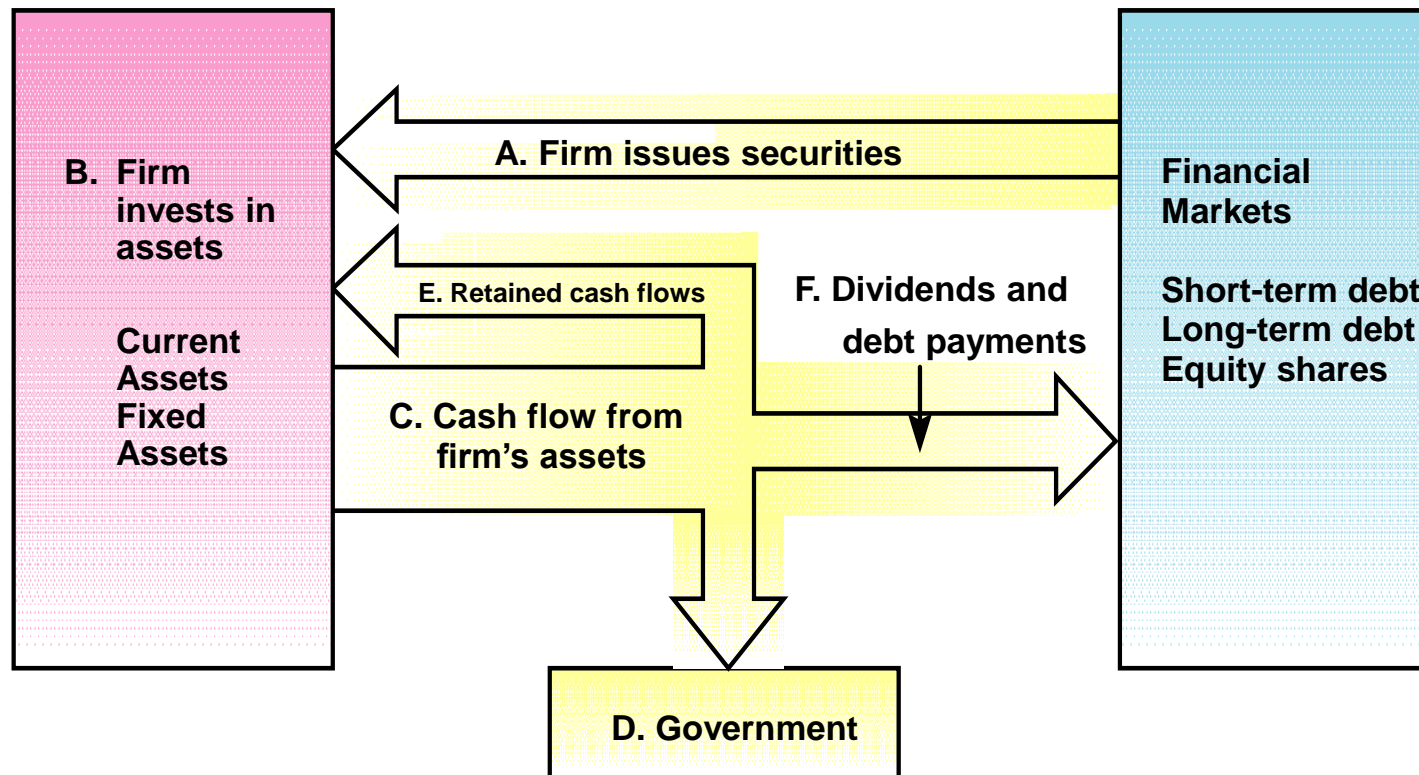
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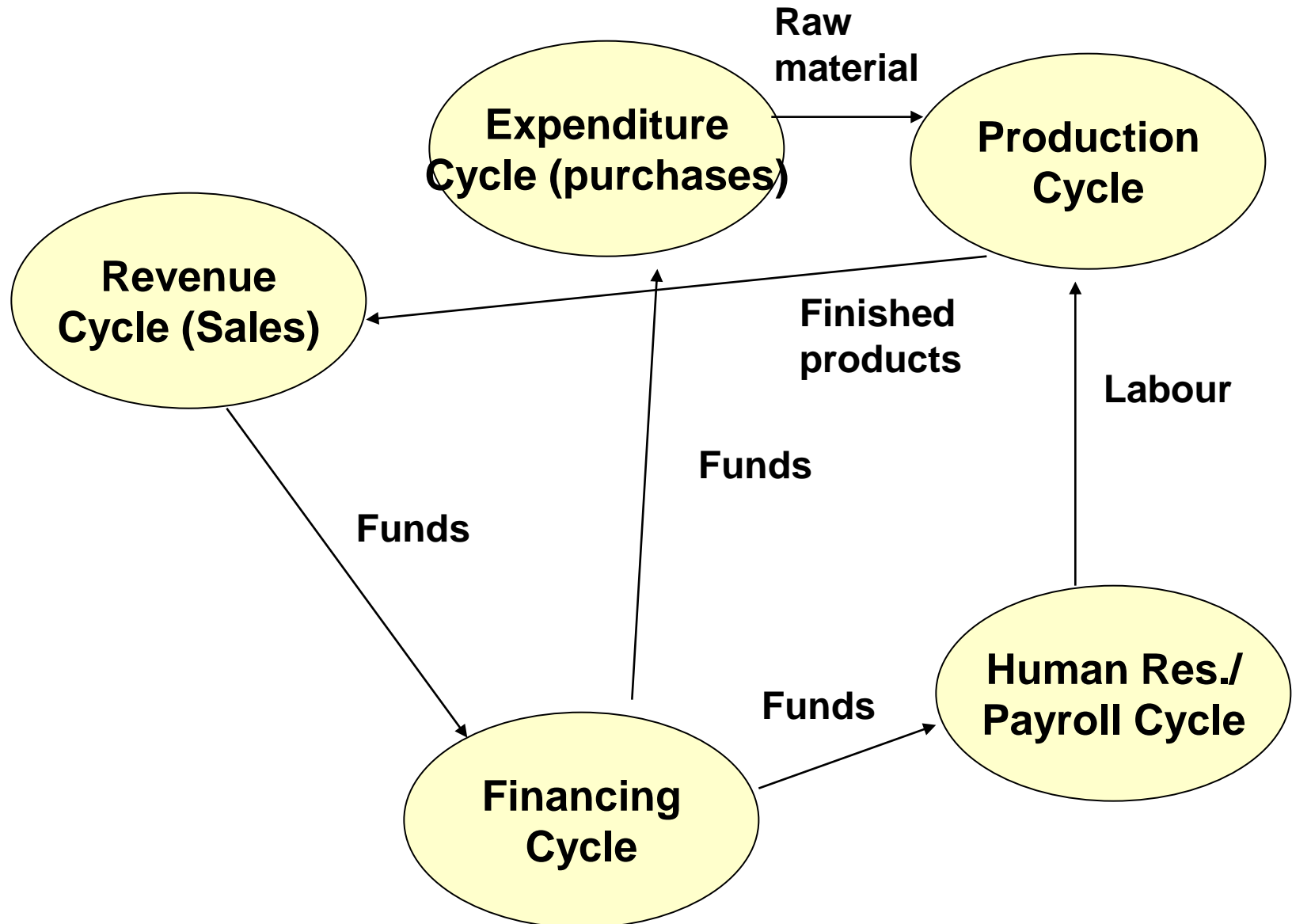
# Cash Flows Between the Firm and the Financial Markets





## Business Functions

- Many business functions are paired in give-get exchanges
- The basic exchanges can be grouped into five major cycles
  - Revenue cycle
  - Expenditure cycle
  - Production/Operation cycle
  - Human resources/payroll cycle
  - Financing cycle





## Major Business Functions

- Marketing and Sales
- Human resources
- Financial management
- Operations management
- Risk management
- Information management



## Example – MTR Corporation

- Commercial Director (Marketing and Sales)
- HR Director (Human Resources)
- Finance Director (Financial Management)
- Operations Director (Operations Management)
- Risk management (Construction, Railway and Property Business)
- Head of IT (Information Management)
- Projects Director
- General Manager – Corporate Relations
- Property Director



## Example – Cathay Pacific Airways

- Director Personnel (HR Management)
- Director Flight Operations, Director Service Delivery, Engineering Director (Operations Management)
- Director Sales and Marketing (Marketing Management)
- Director Information Technology (Information Management)



## Example – Shangri-La Asia Ltd

- Chief Finance Officer (Financial Management)
- Chief Information Officer (Information Management)
- Chief Marketing Officer (Marketing and Sales)
- Chief Operations Officer, Group Director of Food and Beverage, Group Director of Rooms (Operations)
- Group Director of Human Resources (Human Resources Management)
- Group Director of Engineering
- Senior Design Director