

**City University of Hong Kong
Course Syllabus**

**offered by Department of Information Systems
with effect from Semester A in 2017 / 2018**

Part I Course Overview

Course Title: Global Business Systems Strategy and Tactical Management

Course Code: IS4632

Course Duration: One Semester (13 weeks)

Credit Units: 3

Level: B4

Arts and Humanities

Proposed Area:
(for GE courses only)

Study of Societies, Social and Business Organisations

Science and Technology

Medium of Instruction: English

Medium of Assessment: English

Prerequisites:
(Course Code and Title) Nil

Precursors:
(Course Code and Title) Nil

Equivalent Courses:
(Course Code and Title) Nil

Exclusive Courses:
(Course Code and Title) Nil

Part II Course Details

1. Abstract

(A 150-word description about the course)

In the era of globalization and digital innovation, firms need to smartly develop their strategy and tactical plan to respond to the dynamic business and technology environments. Meanwhile, many firms struggle with receiving strategic benefits from information systems and technology (IS/IT) investments, given the complexity and uncertainty of the IS/IT services and infrastructure. This course introduces firms' business model, nature of IS/IT innovation and infrastructure, and a set of methods for strategic and tactical planning of global business IS/IT. Moreover, this course also discusses the characteristics and challenges of managing global business and incorporates such information in firms' strategic and tactical planning. Learning this course can help your own firm or business build a digital strategy with a global view, so that you can not only harness digital innovation in achieving alignment with the firm's current business strategy, but also leverage digital innovation to create new strategies and business capabilities.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs [#]	Weighting* (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Develop a framework of analysis to identify the central issues and problems of information systems in global business context, by using multiple methodologies.	20%		✓	
2.	Demonstrate the ability and creatively design and implement strategic and tactical plans for global business systems development.	20%		✓	
3.	Demonstrate the attitude and ability to discover and assess the use of information technology to gain competitive advantages.	30%	✓		
4.	Demonstrate conceptual skills in integrating previously learned aspects of global business and information systems.	30%		✓	
		100%			

* If weighting is assigned to CILOs, they should add up to 100%.

Please specify the alignment of CILOs to the Gateway Education Programme Intended Learning outcomes (PILOs) in Section A of Annex.

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

Indicative of likely activities and tasks students will undertake to learn in this course. Detail will be provided to students in the first week of the attendance in this course.

TLA	Brief Description	CILO No.				Hours/week (if applicable)
		1	2	3	4	
TLA1: Lecture	Concepts of strategic and tactical information systems planning are explained: <ul style="list-style-type: none"> Strategic planning methodology Scenario planning Measuring and monitoring organizational performance IS-Business alignment IS functional strategy, including IT architecture and organizational structure IS sourcing strategies IT portfolio and risk management Use of Information systems to create competitive advantages. 	✓	✓	✓	✓	Seminar: 3 Hours/Week
TLA2: Case studies – team work	Various real-life cases about strategic IS planning are studied and discussed. Students are required to discuss the cases during and after class-time. After class discussion will be continued in a virtual environment (such as discussion boards or wiki entries).	✓	✓	✓	✓	
TLA3: Practical exercises – team or individual work	Students are required to apply learnt methodologies and apply them to real business situations in actual organizations.	✓	✓	✓	✓	
TLA4: Practical exercises – out-of-class participation	In addition to in-class small group discussions and participation, collaborative technologies (such as weekly wiki contributions) will be used to help students review course content near-synchronously, and create a group memory.	✓	✓	✓	✓	

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Indicative of likely activities and tasks students will undertake to learn in this course. Final details will be provided to students in their first week of attendance in this course.

Assessment Tasks/Activities	CILO No.				Weighting*	Remarks [#]
	1	2	3	4		
Continuous Assessment: 60%						
<u>AT1: Participation</u> Two components: <ul style="list-style-type: none"> <i>In-class</i>: small group discussions, self reflection, raise and answer questions, etc. are used to assess students' understanding of the topics and their abilities to apply their skills. <i>Out-of-class</i>: discussions of course content and development of a group memory through collaborative technologies (such as wiki and blog). 	✓	✓	✓	✓	15%	
<u>AT2: Group Project</u> A group project, which includes a project report and presentation, will be allocated to let students analyse a topic in-depth and share their findings with other course participants.	✓	✓	✓	✓	25%	
<u>AT3: Individual or Pair Problem Analysis</u> Students will select an actual organization (preferably local) and apply a strategic planning methodology learnt in class to evaluate that organization.	✓	✓	✓	✓	20%	
Examination: 40% (duration: one 2-hour exam)						

AT4: Final Examination A written examination is developed to assess students' competence level of the taught subjects.	✓	✓	✓	✓	40%	
* The weightings should add up to 100%.					100%	

Remark: Students must pass BOTH coursework and examination in order to get an overall pass in this course.

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task (AT)	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
AT1: Participation	Ability to accurately describe all key IS strategic planning methodologies, their relationships and their applicability.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to accurately evaluate a given business situation, be able to frame it methodologically, and correctly identify IS strategic and tactical tools to manage it.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to propose innovative and feasible information technology solutions to address competitive business situations, and accurately evaluate their effectiveness.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to accurately explain the interaction and alignment between business and IS, plus the role of the IS function within the business organization.	High	Significant	Moderate	Basic	Not even reaching marginal levels
AT2: Group Project	Ability to accurately describe all key IS strategic planning methodologies, their relationships and their applicability.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to accurately evaluate a given business situation, be able to frame it methodologically, and correctly identify IS strategic and tactical tools to manage it.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to propose innovative and feasible information technology solutions to address competitive business situations, and accurately evaluate their effectiveness.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to accurately explain the interaction and alignment between business and IS, plus the role of the IS function within the business organization.	High	Significant	Moderate	Basic	Not even reaching marginal levels

AT3: Individual or Pair Problem Analysis	Ability to accurately describe all key IS strategic planning methodologies, their relationships and their applicability.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to accurately evaluate a given business situation, be able to frame it methodologically, and correctly identify IS strategic and tactical tools to manage it.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to propose innovative and feasible information technology solutions to address competitive business situations, and accurately evaluate their effectiveness.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to accurately explain the interaction and alignment between business and IS, plus the role of the IS function within the business organization.	High	Significant	Moderate	Basic	Not even reaching marginal levels
AT4: Final Examination	Ability to accurately describe all key IS strategic planning methodologies, their relationships and their applicability.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to accurately evaluate a given business situation, be able to frame it methodologically, and correctly identify IS strategic and tactical tools to manage it.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to propose innovative and feasible information technology solutions to address competitive business situations, and accurately evaluate their effectiveness.	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to accurately explain the interaction and alignment between business and IS, plus the role of the IS function within the business organization.	High	Significant	Moderate	Basic	Not even reaching marginal levels

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

Strategy formulation; Global business systems to create competitive advantages; Methodologies of strategic planning; Scenario planning; Strategies of information technology architecture; Information systems sourcing; IT portfolio; IT risk management.

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Pearlson, K.E., Saunders, C.S., and Galletta, D.F., <u>Managing and Using Information Systems – A Strategic Approach</u> , 6 th edition, Wiley, 2016.
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2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	Peppard, J., and Ward, J., <u>The Strategic Management of Information Systems: Building a Digital Strategy</u> 4 th edition, 2016.
2.	Applegate, L., Austin, R. and Soule, D., <u>Corporate Information Systems Management: Text and Cases</u> , 8 th edition, McGraw Hill, 2008.
3.	Lewis., R.D., <u>When Cultures Collide: Leading across Cultures</u> , 3rd edition, Nicholas Brealey, 2006.

Supplementary readings will be assigned for each lecture.

2.3 Online Resources:

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