

**City University of Hong Kong**

**Information on the Course  
offered by the Department of Information Systems  
effective Semester B in 2012/2013**

---

---

**Part I**

<b>Course Title:</b>	Information Systems Planning and Strategy
<b>Course Code:</b>	IS6640
<b>Course Duration:</b>	One Semester (13 weeks)
<b>Credit Units:</b>	Three
<b>Level:</b>	P6
<b>Medium of Instruction:</b>	English
<b>Prerequisites:</b>	Nil
<b>Precursors:</b>	Nil
<b>Equivalent Courses:</b>	IS5642 Electronic Business Strategies and Management IS6641 eCommerce Business Strategies and Management
<b>Exclusive Courses:</b>	Nil

## Part II

### 1. Course Aims

The course aims to examine the role of information systems in assisting achievement of corporate objectives, and to consider methods for strategic and tactical planning of information systems.

### 2. Course Intended Learning Outcomes (CILOs)

*Upon successful completion of this course, students should be able to:*

No.	CILOs	Weighting	PILOs
1	Participate in developing a strategic plan for information systems development and assist in establishing an information technology policy	3	P3
2	Use methods for strategic analysis, decide on the information needs and priorities of management in an organization, and assess information technology systems as competitive tools	3	P3, P5
3	Analyze a company's industry as well as its organizational structure/culture and determine the role for information systems in that organization	2	P2, P3
4	Explain how decisions are made in an organization and the contribution made by formal and informal information systems	2	P1, P2
5	Identify and assess the effect of change management issues in information systems planning for an organization	1	P1, P3

**3. Teaching and Learning Activities (TLAs)**  
*(designed to facilitate students' achievement of the CILOs)*

Seminar/Workshop: 39 hours

**TLA1: Lecture**

The following concepts of information systems strategies and information systems planning are explained:

- The value of IT in organizational strategic planning
- IS use to create competitive advantages
- Strategic alignment between business and IS strategies
- Techniques for IS strategy formulation – scenario planning, five forces model, value chain concept, supply chain concept, ERP concept, and CRM concept
- Strategy implementation and measurement – balanced scorecard approach
- E-business models and related strategies
- IS sourcing strategy
- Managing IT investment – portfolio approach
- Change management

**TLA2: Class activities – team work**

Throughout the semester, different types of class activities will be conducted such as:

- Real world cases studies: students will apply and integrate what they learn through classroom discussions and reading into real-world case analyses.
- Role play: To get in-depth understanding of the concepts, role-playing exercises will be conducted in classes to stimulate real world scenarios.

**TLA3: Practical exercises – individual work**

Students are required to carry out a scenario analysis for an organization. The individual assignment will be submitted around the middle of the semester. This exercise can then serve as the starting point for the group project which is submitted by the end of the semester.

**TLA4: Team project – team work**

On top of the case analyses done in the classes, students have to submit a group report assessing the effectiveness of IT uses in increasing the competitive advantages of a particular organization.

Students will work in a team of 4-5 members. The team has to pick one organization as the study target. They are required to submit a business proposal on how IS/IT may affect the industry in which the organization is engaged and what business opportunities the organization should take in order to gain or sustain competitive advantage.

ILO No	TLA1 Lectures	TLA2 Class activities	TLA3 Individual assignment	TLA4 Team project
ILO 1	2	2	0	2
CILO 2	2	2	1	2
CILO 3	2	2	2	2
CILO 4	1	1	0	1
CILO 5	1	1	0	0

#### 4. Assessment Tasks/Activities

*(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.*

##### **AT1: Participation (15%)**

Students should participate in the class activities, such as, small group discussions and presentations, self reflection, raise and answer questions, and the like. The participation is used to assess students' understanding of the topics and their abilities to apply their skills.

##### **AT2: Individual Assignment Analysis (10%)**

Students will analyze a real world case and write an essay to address relevant strategic issues and answer questions.

##### **AT3: Group work (40%)**

A group should be responsible for managing a case in class (15%) and finishing a group project (25%). The 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. 20% will be contributed by the written report, while 5% will be counted on the presentation.

##### **AT4: Final Examination (35%, one 2-hour exam)**

A written examination is developed to assess students' competence level of the taught subjects.

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

ILO No	AT1 (15%)	AT2 (10%)	AT3 (40%)	AT4 (35%)
CILO 1	1	0	2	1
CILO 2	2	1	2	2
CILO 3	2	2	2	2
CILO 4	1	0	1	1
CILO 5	1	0	0	1

*(1: Minor focus on the ILO; 2: Main focus on the ILO)*

**5. Grading of Student Achievement:** Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

ILO	Excellent	Good	Adequate	Marginal
CILO 1	Accurately evaluate a given business situation, be able to frame it methodologically, and correctly identify IS strategic, planning, and measurement tools to it.	Accurately evaluate a given business situation, be able to frame it methodologically, and correctly identify some related IS strategic, planning, and measurement tools.	Evaluate a given business situation with reasonable accuracy and correctly identify some related IS strategic, planning, and measurement tools.	Recognize salient aspects of a business situation and identify some related planning tools.
CILO 2	Accurately describe all key IS strategic planning methodologies, their relationships, their applicability, and the priority of the suitability in accurate analysis.	Accurately describe most key IS strategic planning methodologies, their relationships, their applicability, and the priority of the suitability.	Accurately describe several key IS strategic planning methodologies, and illustrate their use.	Accurately describe some key IS strategic planning methodologies.
CILO 3	Accurately identify the position of the company in its industry, and be able to identify comprehensively how IS help the company increase its power against the competitors based on both internal and external analysis.	Accurately describe the overall position of the company in its industry, and be able to point out how IS can increase its competitive power.	Point out the position of the company in its industry, identify some ways that IS can help to increase its competitive power.	Point out the position of the company in the industry, and give general comments on suggesting IS.
CILO 4	Propose innovative and feasible IT solutions to enhance the decision making processes within an organization.	Propose feasible IT solutions to enhance an organization's decision making processes.	Propose IT solutions to enhance an organization's decision making processes.	Propose IT solutions to address the basic needs of an organization's decision making processes.
CILO 5	Accurately identify the procedures of implementing change management in the context of IS strategy planning and implementation.	Accurately identify the overall implementation of change management in the planning and implementation of IS strategy.	Identify some steps in implementing change management to cope with IS strategy implementation.	Be able to identify the needs of change management in IS strategy implementation.

## Part III

### Keyword Syllabus

- Business strategy concept
- IS strategy concept
- Strategic alignment between business and IS strategies
- Scenario planning
- Five forces model, value chain concept, supply chain concept, enterprise resource planning concept, customer relationship management concept
- eBusiness models and strategies
- Balanced scorecard analysis
- Application portfolio approach
- Sourcing strategy
- IS outsourcing
- Change management

### Recommended Readings

1. Applegate, L., Austin, R.D. and Soule, D.L., Corporate Information Strategy Management: Text and Cases, 8<sup>th</sup> edition, McGraw Hill, 2009.
2. Applegate, L., Austin, R.D. and McFarlan, F., Corporate Information Systems Management: Text and Cases, 7<sup>th</sup> edition, McGraw Hill, 2007.
3. Pearlson, K., Saunders, C., Managing and Using Information Systems – A Strategic Approach, 3<sup>rd</sup> edition, John Wiley & Son, 2006.
4. Luftman, J., et al., Managing the Information Technology Resource – Leadership in the Information Age, Pearson Prentice Hall, 2004.

*Supplementary readings will be assigned for each lecture*