City University of Hong Kong
Course Syllabus

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

Part I   Course Overview

Course Title:	Outsourcing and Offshoring Management
Course Code:	IS5542
Course Duration:	One Semester (13 weeks)
Credit Units:	3
Level:	P5
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: *(Course Code and Title)*	IS5540 Project Management and Quality Assurance
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

This course aims to:

- Explain the key concepts, frameworks, processes and strategies in outsourcing and offshoring in an international context.
- Introduce project management principles in managing an organization's outsourcing process.
- Develop students' managerial competence in the planning, development and management of outsourcing/offshoring programmes.
- Help students understand the considerations associated with selecting outsourcing service providers in different geographical locations, and developing and negotiating the contract for an outsourcing agreement.
- Prepare students to develop generic skills in effective communication, working individually and in teams, time management, data analysis and reporting, and creative problem solving.

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.	Explain the key concepts, frameworks, processes and strategies in outsourcing and offshoring in an international context;	30%			
2.	Analyze, compare and contrast various sourcing options and geographical considerations, and apply sourcing and offshoring management strategies to relevant business contexts;	30%	✓	✓	
3.	Describe relevant project management principles in developing and managing the outsourcing/offshoring process;	20%	✓	✓	
4.	Demonstrate creative problem solving skills in formulating IT sourcing and offshoring strategies with reference to the specific business context;	10%	✓	✓	
5.	Exercise good communication and interpersonal skills in planning, executing, and controlling outsourced IT projects.	10%			
		100%			

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.   Final details will be provided to students in their first week of attendance in this course.

Seminar   :   3 hours per week

TLA	Brief Description	CILO No. 1	2	3	4	5	Hours/week (if applicable)
TLA 1: Seminars:	Concepts, frameworks and strategies of business information systems sourcing and offshoring are explained.	✓	✓	✓			
TLA 2: Case Studies:	Effective business and IT outsourcing and offshoring practices which have been successfully applied to some organizations are discussed and analyzed by students.	✓	✓		✓	✓	
TLA 3: In-class Exercises:	Developing the practical skills of applying the concepts, frameworks and strategies learned to various exercises.			✓	✓		
TLA 4: On-Line Discussion/ Blog:	It is a means of self reflection and sharing concepts, techniques, and methods for business and IT outsourcing and offshoring within or after formal classes.	✓	✓			✓	

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. 1	2	3	4	5	Weighting	Remarks
Continuous Assessment: 50%							
AT1. Participation and Exercises Each exercise consists of impromptu quizzes, paired/small group discussions, role-plays, self reflection, or student presentations to assess students' understanding of the chosen topics and their abilities to apply their skills.	✓	✓	✓	✓	✓	10%	
AT2. Group Project A group project, which includes a project report and/or a presentation, will be assigned to let students apply management concepts and techniques to plan, develop, and/or manage a subset of the outsourcing/offshoring process.	✓	✓	✓	✓	✓	40%	
Examination: 50% (duration: one 2-hour exam)							
AT3. Examination A written examination is developed to assess student's competence level of the topics taught.	✓	✓	✓			50%	
						100%	

Note: 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	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
AT1. Participation and Exercises	Ability to accurately describe all key outsourcing/ offshoring concepts, and effectively compare and discriminate among the key concepts;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to accurately describe all outsourcing options, and effectively compare and discriminate among the options;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to creatively and effectively apply PM knowledge and skills to outsourced projects;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to creatively and effectively formulate outsourcing and offshoring strategies with respect to specific business contexts;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to demonstrate a cogent ability to exercise effective communication skills so that project details are communicated in the most cost-effective way;	High	Significant	Moderate	Basic	Not even reaching marginal levels
AT2. Group Project	Ability to accurately describe all key outsourcing/ offshoring concepts, and effectively compare and discriminate among the key concepts;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to accurately describe all outsourcing options, and effectively compare and discriminate among the options;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to creatively and effectively apply PM knowledge and skills to outsourced projects;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to creatively and effectively formulate outsourcing and offshoring strategies with respect to specific business contexts;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to demonstrate a cogent ability to exercise effective communication skills so that project details are communicated in the most cost-effective way;	High	Significant	Moderate	Basic	Not even reaching marginal levels
AT3. Examination	Ability to accurately describe all key outsourcing/ offshoring concepts, and effectively compare and	High	Significant	Moderate	Basic	Not even reaching marginal levels

	discriminate among the key concepts;					
	Ability to accurately describe all outsourcing options, and effectively compare and discriminate among the options;	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to creatively and effectively apply PM knowledge and skills to outsourced projects;	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.)

    IT Outsourcing, IT Offshoring, Business Process Outsourcing (BPO), Outsourcing & Offshoring Issues and Drivers, Sourcing Models, Managing the Sourcing Process, Selection of Service Providers, Contract and Service Level Agreement, and global distributed projects.

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.	Nil

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

1.	Kathy Schwalbe, Information Technology Project Management, 4th edition, Thomson, 2006, ISBN 0-619-21526-7.
2.	Mohan Babu K., Offshoring IT Services, McGraw Hill 2006.
3.	Robin Sood, IT, Software and Services: Outsourcing and Offshoring, AiAiYo Books, LLC, April 2005.
4.	Erran Carmel, Paul Tjia, Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce, Cambridge University Press, May 2005.
5.	Marc J. Schniederjans, Ashlyn M. Schniederjans and Dara G. Schniederjans, Outsourcing and Insourcing in an International Context, M.E. Sharpe 2005.
6.	John K. Halvey and Barbara M. Melby, Business Process Outsourcing: Process, Strategies and Contracts, John Wiley and Sons, Inc. 2005.
7.	Sara Cullen, Leslie Willcocks, Intelligent IT Outsourcing: Eight Building Blocks to Success, Butterworth-Heinemann, September 2003.
8.	Leslie P. Willcocks and Mary C. Lacity. The new IT outsourcing landscape : from innovation to cloud services. Houndmills, Basingstoke, Hampshire ; New York : Palgrave Macmillan, 2012.
9.	Albert Plugge. Managing change in IT outsourcing - Towards a dynamic fit model. Basingstoke, Palgrave Macmillan, 2012.
10.	Daniel Kuhlmann. Governing IT outsourcing relationships [electronic resource] : the roles of contract, control and relational norms. Hamburg : Diplomica Verlag, 2012.
11.	Erik Beulen, Pieter Ribbers and Jan Roos. Managing IT outsourcing. Abingdon, Oxon ; New York, NY : Routledge, 2011.2nd ed.

2.3 **Online Resources:**
    Course reading materials will be augmented by articles from journals and by whitepapers and other materials available on-line.

● Updated SYL template in July 2017.