

5. MSC MODULE OUTLINES

Up to date module outlines and learning outcomes are available on the new Warwick module catalogue webpages: [Home - Module Catalogue \(warwick.ac.uk\)](http://warwick.ac.uk).

DESIG-NATION	MODULE TITLE	PRE-REQUIRE-MENTS
B	BUSINESS STRATEGY & STRATEGIC MANAGEMENT (BSSM)	
B	DIGITAL MARKETING, SOFTWARE AND TECHNIQUES (DMST)	
B	FINANCIAL ANALYSIS & CONTROL SYSTEMS (FACS)	
B	FINANCIAL STRATEGY (FS)	FACS
	IGDS DISSERTATION (COMPULSORY FOR MSC STUDENT)	
M	INDUSTRIAL ENGINEERING FOR BUSINESS IMPROVEMENT (IEBI)	
O	INNOVATION (INNO)	
B	INTERNATIONAL JOINT VENTURES (IJV)	
B	LEADING CHANGE (LC)	
B	LEGAL ASPECTS OF GLOBAL BUSINESS (LAGB)	
M	LOGISTICS & OPERATIONS MANAGEMENT (LOM)	
M	OPERATIONS STRATEGY FOR INDUSTRY (OPSI)	
B	ORGANISATIONS, PEOPLE AND PERFORMANCE (OPP)	
M	PROCUREMENT & INVENTORY MANAGEMENT (PIM)	
M	PRODUCT DESIGN & DEVELOPMENT MANAGEMENT (PDDM)	
M	PROJECT PLANNING MANAGEMENT & CONTROL (PPMC)	
M	QUALITY MANAGEMENT & TECHNIQUES (QMT)	
O	SERVICE DESIGN & DELIVERY (SDD)	
B	STRATEGIC MARKETING (SM)	
O	STORAGE & WAREHOUSING TECHNIQUES (SWT)	
M	SUPPLY CHAIN MANAGEMENT (SCM)	
O	TRANSPORT TECHNIQUES AND MANAGEMENT (TTM)	
O	TECHNOLOGY MANAGEMENT (TM)	

NOTE - Modules marked “B” are designated Business, those marked “M” are designed Engineering Technology and those marked “O” are designated Information Technology / Other.

HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Business Strategy and Strategic Management	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE573	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of business strategy would be beneficial.	
Introduction	The increasingly dynamic and complex environment in which most organisations operate calls of more fully developed professional employees within manufacturing and other related industries, who are better aware of the impact of strategic decisions on the manufacturing operations and vice-versa. The purpose of this module is to introduce the essence and main features of strategic thinking and strategic management process. Participants will be encouraged to consider the interaction of their current function within the total corporate system.	
Objectives	<p>No 1 To introduce the essence and main features of strategic thinking and the strategic management process.</p> <p>No 2 To identify and assess internal and external factors affecting a business for developing or sustaining competitive advantage.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 understand the nature and content of business strategy and the strategic planning and management process.</p> <p>No 2 identify and assess the external and internal factors that affect a business.</p> <p>No 3 review and understand how to recognise competitive practices and develop sources of competitive advantage.</p> <p>No 4 recognise the interface between the major organisational functions and the total corporate structure and appreciate the expectations of stake-holders in the business and the means of satisfying them.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Introduction and international economic background</p> <p>No 2 Economic and business trends in the Asia Pacific area</p> <p>No 3 The Strategic management process</p> <p>No 4 Analysis of the external environment</p> <p>No 5 Analysis of the internal environment</p> <p>No 6 Alternative approaches to strategic thinking</p> <p>No 7 Financial aspects of strategic management</p> <p>No 8 Organisational and human resource aspects</p> <p>No 9 Global business strategies - introduction</p> <p>No 10 Cross-cultural aspect of strategic management</p> <p>No 11 Case studies</p>	

<p style="text-align: center;">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures and case studies are used to deliver the various themes in this subject. Especially, guest speakers from industrial or commercial sectors who are invited to share their significant business experience in a problem-solving approach. This helps enhance the learning objectives and intended learning outcomes (ILOS's).</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 454 1473 636"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="4">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> <tr> <td>Case studies</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> </tbody> </table>					Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed				No 1	No 2	No 3	No 4	Lecture	√	√	√	√	Case studies	√	√	√	√											
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<p style="text-align: center;">Reading List and References</p>	<p>The list given to participants covers core texts only and embraces all the topics covered in the module. In total there are 10 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.</p>																																		

Note 1: Intended Learning Outcomes

Intended learning outcomes state what students should be able to do or attain upon completion of the subject. Subject outcomes are expected to contribute to the attainment of the overall programme outcomes.

Note 2: Subject Synopsis/ Indicative Syllabus

The syllabus adequately addresses the intended learning outcomes. At the same time over-crowding of the syllabus has been avoided.

Note 3: Teaching/Learning Methodology

This section includes a brief description of the teaching and learning methods to be employed to facilitate learning, and a justification of how the methods are aligned with the intended learning outcomes of the subject.

Note 4: Assessment Method

This section includes the assessment method(s) used and its relative weighting, and indicates which of the subject intended learning outcomes that each method assesses. It also provides a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.

HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Digital Marketing, Software and Techniques	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5749	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of statistics would be beneficial.	
Introduction	Digital marketing represents a critical practice in the establishing and managing eBusiness, and increasingly represents a major driver of customer and sales revenues in a wide range of organisations. Accordingly, there is substantial demand for digital marketing skills in industry and the jobs market at large.	
Objectives	No 1 To introduce participants to the principal software and techniques used in digital marketing. No 2 To equip participants to plan and manage digital marketing campaigns.	
Intended Learning Outcomes (ILO's) (Note 1)	Upon completion of the subject, participants will be able to: No 1 To understand the fundamentals of digital marketing planning. No 2 To develop an appreciation of the key software and techniques used to plan and execute digital marketing campaigns. No 3 To understand multi-channel marketing, and analyse the relative merits and weaknesses of individual digital channels.	
Indicative Syllabus Topics (Note 2)	No 1 Creating a digital marketing plan No 2 Targets and key metrics No 3 Multichannel marketing No 4 Search engine marketing No 5 Email marketing No 6 Social media marketing No 7 Affiliate marketing No 8 Competitor analysis software No 9 Digital marketing software No 10 Marketing optimisation No 11 Integrated marketing communications and branding	

<p style="text-align: center;">Teaching/Learning Methodology (Note 3)</p>	<p>Lectures and case studies are used to deliver the various topics in this module. Some of which will be covered in a problem-based format where this enhances the learning objectives and learning outcomes. The case studies are exclusively based real life situations, albeit sometimes in a simplified format. These integrate the topic covered and thus demonstrate how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="590 481 1471 672"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="3">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> <tr> <td>Case studies</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed			No 1	No 2	No 3	Lecture	√	√	√	Case studies	√	√	√								
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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Enterprise Information Systems	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5710	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of information systems management or information and communication technologies or logistics and operations management would be beneficial.	
Introduction	<p>Companies today operate in a global environment. They not only deal with customers and suppliers all over the world but also themselves have operating locations in many countries across several continents. In order to function effectively they must be flexible and responsive both between company locations and in dealings with external companies. In fact, success in the global marketplace demands improvement of business performance in all aspects of management and operations.</p> <p>The key enabler for this required transformation of corporate performance is enterprise-wide information systems. Many companies today see an Enterprise Resource Planning system, with its associated extensions, as the basis for integrated internal and external communication. At the heart of such systems is a set of common, corporate-standard data: this provides the basis for comprehensive Business Intelligence capabilities which in turn underpin the possibility of Corporate Performance Management.</p> <p>The introduction of such wide-ranging systems is clearly much more than a systems project: it is an enormous corporate transformation programme involving a huge range of business, human and organisational issues across the various global locations and cultures where the company operates. The purpose of this module is to understand the complexity of such a programme and how it can be effectively managed.</p>	
Objectives	<p>No 1 To apply a detailed methodology for selecting and implementing integrated corporate-wide systems appropriate to a particular business or in corporate location across different countries, languages, and cultures.</p> <p>No 2 To utilise the system for optimising corporate performance management and business intelligence.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 understand what companies hope to achieve by installing integrated corporate-wide systems.</p> <p>No 2 appreciate the complexity and range of business, human and organizational issues which arise.</p> <p>No 3 apply a detailed methodology for the selection and implementation of a system appropriate to a particular business within the context of its supply chain.</p> <p>No 4 be aware of the potential such systems provide for improving a company's operating processes and for developing its corporate performance management.</p>	

<p align="center">Indicative Syllabus Topics (Note 2)</p>	<p>No 1 Syndicate work focusing on major, real-world companies in a particular industry sector supply chain</p> <p>No 2 Project methodology for coordinating systems selection and customisation between vendors and users</p> <p>No 3 Modelling the functions of the business in question and matching these to the system capabilities</p> <p>No 4 Business functionality of core ERP and how it was developed from MRP and MRPII systems</p> <p>No 5 Functionality extending beyond core ERP, including CRM, SCM, SRM, PLM, PDM, etc.</p> <p>No 6 Planning the implementation in corporate locations across many countries, languages, and cultures</p> <p>No 7 Post-implementation support services offered by the system vendors</p> <p>No 8 Emerging capabilities for corporate performance management and business intelligence</p>																												
<p align="center">Teaching/Learning Methodology (Note 3)</p>	<p>Lectures and case studies are used to deliver the various topics in this module. It adopts a case study approach, based on the functional capabilities and management methods of one of the major ERP vendors, to understand how companies manage their subsidiaries in different locations and deal with external suppliers and customers. Thus, these real case studies help to enhance the learning objectives and learning outcomes.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 1128 1469 1312"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="4">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> </tr> <tr> <td>Case studies</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed				No 1	No 2	No 3	No 4	Lecture	√	√	√	√	Case studies	√	√	√	√									
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	▪ Case Study	24 Hours
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	▪ Private Study	71 Hours
	Total Participant Study Effort	110 Hours
Reading List and References	The list given to participants is comprehensive and embraces all the topics covered in the module. In total there are 35 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.	

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Financial Analysis and Control Systems	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE574	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of finance would be beneficial.	
Introduction	This module provides participants with a framework and understanding of basic accounting principles, terminology and techniques, in order that in their work they are able to interpret financial information and contribute to effective financial planning and control in the business.	
Objectives	<p>No 1 To understand basic accounting principles, terminology and techniques for interpreting financial information and effective financial planning and control in the business.</p> <p>No 2 To understand the implications of management and operational decisions on output, costs, profitability and cash.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 understand the basics of business finance, including the difference between profit and cash and the impact of finance on business and operational activities</p> <p>No 2 plan and evaluate capital and revenue expenditure</p> <p>No 3 interpret internal and external financial reports, using ratio analysis and other techniques</p> <p>No 4 examine and interpret product costs and overhead recovery systems</p> <p>No 5 apply financial techniques in the management of budgets.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Basics of business finance</p> <p>No 2 Basic financial statements – balance sheets and profit and loss accounts</p> <p>No 3 Cash planning and flow statements</p> <p>No 4 Product costing and cost management – traditional approaches and recent developments</p> <p>No 5 Budgetary control principles and cost behaviour</p> <p>No 6 Project evaluation and capital appraisal techniques</p> <p>No 7 Interpret financial statements – uses and limitations of ratio analysis</p>	

<p style="text-align: center;">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures and case studies are used to deliver the various topics in this module. As case studies are exclusively based on real life situations, it helps to enhance the learning objectives and learning outcomes. These integrate the topic covered and thus demonstrate how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="587 454 1457 672"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="5">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> <th>No 5</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed					No 1	No 2	No 3	No 4	No 5	Lecture	√	√	√	√	√	Case studies		√	√	√	√										
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syllabus has been be avoided.

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Financial Strategy	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5717	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	Prior attendance of the module of “Financial Analysis and Control Systems” or demonstrable knowledge on finance would be beneficial.	
Introduction	The aim of this module is to provide a broad understanding of long term financial decision making and it covers two complementary aspects of finance. An important aspect of the investment decision making process is the financial evaluation including the development and interpretation of criteria for assessing the risk and return. The other aspect is the sources of funding for long term projects and this is reviewed from the point of view of the implications for long term decision making.	
Objectives	<p>No 1 To apply the project appraisal techniques to assess risk/uncertainty and various business alternatives including mergers, acquisitions and strategic sourcing.</p> <p>No 2 To appreciate the importance of broader issues in decision making, including non-financial considerations and secondary effects.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 apply the project appraisal techniques introduced in the Financial Analysis and Control Systems module.</p> <p>No 2 understand the element of risk/uncertainty in the range of project decisions a company faces, and how to measure its' effect.</p> <p>No 3 appreciate the sources of funds available to a company, and their relevance in project decisions.</p> <p>No 4 contribute to the appraisal of the business alternatives open to a company, including mergers and acquisitions and strategic sourcing.</p> <p>No 5 appreciate the importance of broader issues in decision making, including non-financial considerations and secondary effects.</p> <p>No 6 recognize appropriate measures of success.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Revision and application of project appraisal methodology including inflation and taxation issues as appropriate</p> <p>No 2 Methods of dealing with uncertainty in input assumptions: sensitivity and simulation</p> <p>No 3 Methods of deriving the cost of capital: risk adjusted rate, CAPM</p> <p>No 4 Sources of finance: internal and external</p> <p>No 5 Capital structure</p> <p>No 6 Strategic sourcing</p> <p>No 6 Strategic sourcing</p> <p>No 7 Mergers and acquisitions</p> <p>No 8 International financial markets</p>	

	No 9 Fraud and Controls No 10 Non-financial considerations No 11 Financial presentation No 12 International accounting issues																																						
Teaching/Learning Methodology <i>(Note 3)</i>	<p>Lectures and case studies are used to deliver the various topics in this module. Since the case studies are exclusively based on real life situations, they help to demonstrate how to apply the techniques learnt. Therefore, they enhance the learning objectives and learning outcomes.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1"> <thead> <tr> <th>Teaching/Learning Methodologies</th> <th colspan="6">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td></td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed						No	1	2	3	4	5	6	Lecture	√	√	√	√	√	√	Case studies	√	√	√	√	√											
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Reading List and References	<p>The list given to participants is comprehensive and embraces all the topics covered in the module. In total there are 35 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.</p>																																						

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	IGDS Dissertation																	
	<i>HK PolyU</i>	<i>WarwickU</i>																
Subject Code	ISE589																	
Credit Value	27	90																
Level	Level 5	Level 7																
Pre-requisite/ Co-requisite/Exclusion	The student is expected to complete 5 modules before starting the dissertation.																	
Introduction	Individual MSc project is a thesis type assignment. It requires students to draw on their comprehensive knowledge of many topics covered in the programme to investigate an industrial related project and formulate recommendations and solutions.																	
Objectives	<p>No 1 To constitute an ordered critical and reasoned exposition of knowledge in an approved field and shall afford evidence of knowledge of the relevant literature, and be submitted in accordance with the appropriate programme regulations.</p> <p>No 2 To apply knowledge to achieve objectives by formulating solutions systematically.</p>																	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 Acquire in-depth knowledge of engineering business management techniques or manufacturing systems know-how demonstrated in the project report.</p> <p>No 2 Develop a critical awareness of engineering business or manufacturing issues with strategic thinking and analytical power.</p> <p>No 3 Develop cognitive skills in becoming an effective learner in making judgement, innovation and decisions in engineering business or manufacturing organisations.</p>																	
Teaching/Learning Methodology (Note 2)	<p>Two half-day project workshop enables students to learn about project formulation, methodology, literature review, exploratory data analysis, project writing and presentation skills. Extra consultation sessions are also held to offer advice to students for problem identifications and experience sharing.</p> <p>Frequent meetings between the supervisors and students will be organised by the supervisor and student concerned. The academic supervisor monitors the progress and gives guidance and advice to the student during the project period.</p> <p>The industrial supervisor of a part-time project student is expected to give advice and assess industrially suitability of the project report.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="3">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Discussion/meetings</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>			Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed			No 1	No 2	No 3	Lecture	√	√	√	Discussion/meetings	√	√	√
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Assessment Methods in Alignment with Intended Learning Outcomes <i>(Note 3)</i>	Assessment Methods/Tasks	% Weight	Intended Learning Outcomes (ILO's)		
			No 1	No 2	No 3
	1. Dissertation Mark given by Academic Supervisor	50	√	√	√
	2. Dissertation Mark given by Industrial Supervisor or Second Assessor	50	√	√	√
	3. Oral Presentation	Satisfactory or Unsatisfactory	√	√	√
Total	100				
	<p>The dissertation is a comprehensive report addressing operational, technical, financial, human resourcing or strategic management issues of business engineering or manufacturing systems activities. Participants are expected to indicate project objectives, identify possible constraints and difficulties, conduct a critical analysis of current situations through scientific or research methodologies so as to reach feasible recommendations and solutions. Student performance on the project report becomes the most predominant assessment method.</p> <p>The oral presentation enables the student to articulate his/her mastery of the dissertation and provides the supervisors to raise questions and make clarifications.</p>				
Student Study Effort Required	Class Contact:				
	▪ 2 half-day Project Workshop		10 Hours		
	▪ Meetings and Oral Presentation		20 Hours		
	Other Participant Study Effort:				
	▪ Project/Research/Field Work		600 Hours		
	▪ Report Writing		360 Hours		
	Total Participant Study Effort		990 Hours		
Reading List and Refeendrences	1. Alison, D.E., "The Project Report - a Guide for Participants", University of Aston Computer Centre				
	2. Barrass, R., "Scientists Must Write", Chapman Hall				
	3. Cooper, B.M., "Writing Technical Reports", Penguin, 1969				
	4. Gowers, Sir Ernest, "The Complete Plain Words", HMSO				
	5. Greenfield Tony, "Research methods: guidance for postgraduates", Arnold, 1996, 1st Edition.				
	6. Hussey J. and Hussey R, "Business Research: A practical guide for undergraduate and postgraduate participants", MacMillan Press Ltd, 1997, 1st Edition.				
	7. Lamb, John D, (2001, February) "Writing a Dissertation with Microsoft Word", [Online], http://www.uyea.btinternet.co.uk/docs/word_dissertation.pdf [Dec 07]				
	8. Rathbone, R.R., "Communicating Technical Information", Addison-Wesley				
	9. Robertson, W.S. et al, "Technical Writing and Presentation", Pergamon				

	<p>10. Rudestam K. E. and Newton R. R. "Surviving your dissertation", Newbury Park: Sage Publications, 1992.</p> <p>11. Van Emden, J. & Easteal, J., "Technical Writing & Speaking; An Introduction", McGraw Hill, 1996</p> <p>12. Van Emden, J., "A Handbook of Writing for Engineers", Macmillan, 1990.</p>
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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Industrial Engineering for Business Improvement	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE564	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of industrial engineering would be beneficial.	
Introduction	This course module provides an introduction to Industrial Engineering techniques as used to measure and improve productivity, and defines the role of I.E. data in a company's planning and costing systems.	
Objectives	<p>No 1 To provide an introduction to industrial engineering and its techniques for productivity improvement in organisations.</p> <p>No 2 Direct and manage industrial engineering activities to achieve organisational objectives, recognising the social context of the organisation where it is applied.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 understand the role of Industrial Engineering in productivity improvement and make use of it in such programmes.</p> <p>No 2 use industrial engineering techniques in a limited manner to typical applications for manpower and capacity planning initiatives.</p> <p>No 3 understand the social context of industrial engineering so as to recognise these when applying it.</p> <p>No 4 direct and manage industrial engineering activities to achieve organisational objectives.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Industrial Engineering and Productivity Measurement</p> <p>No 2 Problem Solving in Industrial Engineering</p> <p>No 3 Work Improvement (Method Study)</p> <p>No 4 Work Measurement</p> <p>No 5 Layout Planning</p> <p>No 6 Control of Staff and production indirect</p> <p>No 7 Ergonomics</p> <p>No 8 Job Design</p> <p>No 9 Human Relations</p> <p>No 10 Manpower and Capacity Planning</p>	

<p align="center">Teaching/Learning Methodology (Note 3)</p>	<p>A mixture of lectures and case studies are used to deliver the various topics in this module. Some of which will be covered in a problem-based format where this enhances the learning objectives and learning outcomes. The case studies are exclusively based real life situations, albeit sometimes in a simplified format. These integrate the topic covered and thus demonstrate how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 488 1469 674"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="4">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> </tr> <tr> <td>Case studies</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed				No 1	No 2	No 3	No 4	Lecture	√	√	√	√	Case studies	√	√	√	√									
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<p align="center">Reading List and References</p>	<p>The list given to participants is exhaustive and embraces all the topics covered in the module plus industrial engineering handbooks. In total there are 71 references provided; too numerous to be listed here. They can be found in the Folder Notes given to participants at the commencement of the module.</p>																												

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Innovation	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5727	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of innovation would be beneficial.	
Introduction	<p>Recent industrial surveys (Innovation Best Practice; DTI/CBI 1993 and Winning; DTI 1994) indicate a consensus amongst the best companies in Britain about the management skills required for success. These findings, in line with emerging international studies, reinforce the connection between the organisational skills required to support innovation and the business acumen demanded by a competitive environment. The Innovation Strategy Module aims to help individuals ensure their contribution to the long term competitiveness of businesses by providing the background education, training and experience of the conditions required to create environments where innovation can flourish. The module provides a framework to describe the dynamics of change and creativity at all levels in an organisation and allows the individual to develop a perspective on innovation most appropriate to their own situation.</p>	
Objectives	<p>No 1 To apply and enhance the skills and knowledge for promoting innovation in all business areas.</p> <p>No 2 To allow the individual to develop a perspective on innovation most appropriate to their own situation.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 use and develop their skills and knowledge to promote and support innovation in all areas of the business.</p> <p>No 2 understand the importance of innovation to competitive performance.</p> <p>No 3 understand how their behaviour, and that of their peer groups and the company promotes or stiles innovation.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Environments for learning and innovation</p> <p>No 2 The barriers to creative thinking</p> <p>No 3 Understand mind-sets through a manufacturing strategy role play</p> <p>No 4 The design/development of business processes for innovation</p> <p>No 5 An innovation strategy workshop</p> <p>No 6 Approaches to business strategy</p> <p>No 7 The world of systems thinking</p> <p>No 8 Business systems simulation</p> <p>No 9 National issues for innovation policy</p> <p>No 10 Leadership styles</p> <p>No 11 Development of innovation action plans</p>	

<p align="center">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures and case studies are used to deliver the various topics in this module. The case studies are real life situations and integrate the topic covered. Thus, it demonstrates how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 450 1468 629"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="3">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td></td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td></td> <td>√</td> </tr> </tbody> </table>				Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed			No 1	No 2	No 3	Lecture		√	√	Case studies	√		√									
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<p align="center">Reading List and References</p>	<p>The list given to participants is exhaustive and embraces all the topics covered in the module. In total there are 63 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.</p>																											

Note 1: Intended Learning Outcomes

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Note 2: Subject Synopsis/ Indicative Syllabus

The syllabus adequately addresses the intended learning outcomes. At the same time over-crowding of the syllabus has been avoided.

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This section includes a brief description of the teaching and learning methods to be employed to facilitate learning, and a justification of how the methods are aligned with the intended learning outcomes of the

subject.

Note 4: Assessment Method

This section includes the assessment method(s) used and its relative weighting, and indicates which of the subject intended learning outcomes that each method assesses. It also provides a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.

HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	International Joint Ventures	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5726	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of joint ventures management would be beneficial.	
Introduction	This module will provide an understanding of the reasons why joint ventures and other collaborative associations now form an increasingly important part of business and commercial activity. It will identify the many types of collaborative ventures now in common use and provide guidelines on the selection of the most appropriate formats to suit particular business needs. The module will also provide an overview of the practical, cultural, legal and financial aspects of joint ventures which can be critical in ensuring successful project implementation.	
Objectives	No 1 To identify various types of collaborations, its benefits and risks, structured plans and control procedures. No 2 To understand the key financial and legal aspects of collaborative ventures.	
Intended Learning Outcomes (ILO's) (Note 1)	Upon completion of the subject, participants will be able to: No 1 understand the language of joint ventures and collaborations and identify the various types of collaboration used in business. No 2 examine strategically the benefits and risks of collaboration, both for the business community as a whole and for their own organisation. No 3 appreciate the need for structured plans and control procedures throughout both the development and implementation phases of collaborative ventures. No 4 Have a general understanding of the key financial and legal aspects of collaboration ventures. No 5 Have an awareness of the need for negotiating and project development skills based on two realistic syndicate exercises.	
Indicative Syllabus Topics (Note 2)	No 1 Collaboration strategy No 2 Concepts and types of collaborative venture No 3 Joint venture management No 4 Practical and cultural aspects No 5 Legal and financial aspects No 6 Case studies No 7 Negotiation and joint venture exercises	

<p style="text-align: center;">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures, case studies and joint venture exercises are used to deliver the various topics in this module. Some of which will be covered in a problem-based format where this enhances the learning objectives and learning outcomes. The case studies are mainly based real life situations. These integrate the topic covered and thus demonstrate how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 488 1457 667"> <thead> <tr> <th>Teaching/Learning Methodologies</th> <th colspan="5">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed					No	1	2	3	4	5	Lecture	√	√	√	√	√	Case studies	√	√	√	√	√									
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Note 2: Subject Synopsis/ Indicative Syllabus

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syllabus has been be avoided.

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Leading Change	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5724	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of change management would be beneficial.	
Introduction	<p>Critical to successful organisations and the achievement continued high standards of operation is the ability of managers to introduce successful change that yields benefits. In recent years most companies have, with varying degrees of success, introduced new initiatives in areas such as Total Quality, Planning and Control and Continuous Improvement. More recently Business Process Re-Engineering (BPR) has been a favoured vehicle for achieving step change improvements in customer service and business efficiency.</p> <p>Whatever the approach and however big or small the desired change, successful and outstanding results are only achieved when managers have a clear understanding of how individuals are motivated and how groups of people work as a team and react to one another. This module will provide this knowledge.</p>	
Objectives	<p>No 1 To understand the need for change and how people react to change and to select appropriate tools /techniques to gain communication.</p> <p>No 2 To understand how people to evaluate and learn from the effects of change.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 understand the need for change.</p> <p>No 2 understand the effect that organisation, culture and structure has on the ability to change.</p> <p>No 3 recognise how people react to change and understand ways to gain commitment.</p> <p>No 4 understand how to select and apply strategic approaches to change.</p> <p>No 5 differentiate between operational tools and techniques and assess the suitability of their application.</p> <p>No 6 learn how to plan and implement a change including the appropriate involvement and communication.</p> <p>No 7 understand how to evaluate and learn from the effects of change.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Introduction</p> <p>No 2 Concepts and considerations: mapping the organisation</p> <p>No 3 How people react to change</p> <p>No 4 Concepts and considerations: individual territories</p> <p>No 5 Successful journeys: some compass points</p> <p>No 6 Tools and techniques of major change programmes</p>	

	No 7 Advanced manufacturing No 8 Planning and implementing change																																		
Indicative Syllabus Topics (Note 2)	No 9 Models for change No 10 Continuous learning and change No 11 Planning for the future																																		
Teaching/Learning Methodology (Note 3)	<p>Lectures and case studies are used to deliver the various topics in this module. Outside guest speaker is invited to share solid professional experience with participants. These integrate the topic covered and thus demonstrate how the various techniques are applied in working environments.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="7">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> <th>No 5</th> <th>No 6</th> <th>No 7</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed							No 1	No 2	No 3	No 4	No 5	No 6	No 7	Lecture	√	√	√	√	√	√	√	Case studies	√	√	√	√	√	√	√			
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Reading List and References	The list given to participants is comprehensive and embraces all the topics covered in the module. In total there are 29 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.																																		

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Legal Aspects of Global Business	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE578	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of legal context of World Trade Organisation (WTO) and laws would be beneficial.	
Introduction	<p>This module will act as a management tool to facilitate a practical understanding of the dynamic global business environments.</p> <p>The course will emphasise the particular context in which the participants are operating in terms of the strategic importance of national and international legal modules.</p> <p>The subjects which will be included in the syllabus will provide the skills and knowledge which are appropriate for managers of international manufacturing and process engineering organizations.</p> <p>The overarching theme will address the developing relevance of the World Trade Organization (WTO) as a law-making and regulatory body. Thereafter appropriate aspects of private international and national laws will be analysed and applied to practical business circumstances.</p>	
Objectives	<p>No 1 To understand international and national legal development affecting their business or manufacturing environment by formulating appropriate decisions and actions.</p> <p>No 2 To recognise the legal consequences of varying forms of business association, corporate and personal liability and legal obligations.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 understand and apply aspects of law which generally affect their management tasks.</p> <p>No 2 identify international and national legal development in terms of their application to manufacturing.</p> <p>No 3 recognise the legal implications and formulate appropriate responses to changes in the manufacturing environment.</p> <p>No 4 recognise the circumstance when specialist sources of legal advice are appropriate and classify information in order to effectively instruct a legal advisor.</p> <p>No 5 evaluate the legal consequences of varying forms of business association.</p> <p>No 6 recognise circumstances when managers may be legally liable for acts or omissions in the workplace are and which are understand their employment.</p> <p>No 7 Appreciate the differences between different legal systems in terms of the management.</p>	

<p align="center">Indicative Syllabus Topics (Note 2)</p>	<p>No 1 The legal context of the World Trade Organization (WTO) in terms of international manufacturing operations</p> <p>No 2 The role of Private International Law</p> <p>No 3 Outline of comparative legal systems, including that of the participants national system</p> <p>No 4 Contractual and non contractual objectives</p> <p>No 5 Corporations and forms of strategic alliance</p> <p>No 6 Corporate and personal liability</p> <p>No 7 Competition law (anti trust)</p> <p>No 8 Intellectual property law in terms of obligations and its relevance to competition law</p> <p>No 9 Technology transfer agreements</p> <p>No 10 Legal obligations with reference to defective and unsafe products, health and safety at work, environmental protection.</p>																																											
<p align="center">Teaching/Learning Methodology (Note 3)</p>	<p>A mixture of lectures and case studies are used to deliver the various topics in this module. Some of which will be covered in a problem-based format where this enhances the learning objectives and learning outcomes. The case studies are exclusively based real life situations, albeit sometimes in a simplified format. These integrate the topic covered and thus demonstrate how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="571 1066 1445 1279"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="7">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> <th>No 5</th> <th>No 6</th> <th>No 7</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td>√</td> <td></td> <td>√</td> <td></td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed							No 1	No 2	No 3	No 4	No 5	No 6	No 7	Lecture	√	√	√	√	√	√	√	Case studies	√	√		√		√	√												
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<p align="center">Student Study Effort Required</p>	<table border="1" data-bbox="571 1921 1445 2002"> <tr> <td>Class Contact:</td> <td></td> </tr> <tr> <td>▪ Lecture</td> <td>34 Hours</td> </tr> </table>	Class Contact:		▪ Lecture	34 Hours																																							
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	▪ Case Study	5 Hours
	Other Participant Study Effort:	
	▪ Private Study	71 Hours
	Total Participant Study Effort	110 Hours
Reading List and References	The list given to participants covers core texts mainly and embraces all the topics covered in the module. The references provided support the taught material. They can be found in the Folder Notes given to participants at the commencement of the module.	

Note 1: Intended Learning Outcomes

Intended learning outcomes state what students should be able to do or attain upon completion of the subject. Subject outcomes are expected to contribute to the attainment of the overall programme outcomes.

Note 2: Subject Synopsis/ Indicative Syllabus

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Note 3: Teaching/Learning Methodology

This section includes a brief description of the teaching and learning methods to be employed to facilitate learning, and a justification of how the methods are aligned with the intended learning outcomes of the subject.

Note 4: Assessment Method

This section includes the assessment method(s) used and its relative weighting, and indicates which of the subject intended learning outcomes that each method assesses. It also provides a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.

HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Logistics and Operations Management	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE565	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of logistics and operations management would be beneficial.	
Introduction	Effective logistics management is a critical factor in improving corporate profitability. The module introduces the concept of logistics and provides a comprehensive framework of tools to improve logistics and operations management performance.	
Objectives	<p>No 1 To consider the cost, benefit and trade-offs in developing a logistics strategy to satisfy customer needs and to achieve effective customer/supplier relationships.</p> <p>No 2 To measure and improve logistics and operations management and to understand the significance brought by the improved logistics performance.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 describe the cost, benefits and trade-offs to be considered in defining a logistics strategy that addresses customer requirements.</p> <p>No 2 use basic tools to measure and improve logistics and operations management performance.</p> <p>No 3 describe flow along a supply chain and the requirements for effective customer/supplier relationships.</p> <p>No 4 understand the impact that logistics and operations management has on a department, and other related departments for the improvement of performance.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Logistics and the supply chain</p> <p>No 2 Developing a logistics strategy</p> <p>No 3 Customer and supplier relationships</p> <p>No 4 Just in time philosophy</p> <p>No 5 Operations planning and control (including Material Requirements Planning - MRP)</p> <ul style="list-style-type: none"> ● Forecasting ● Management of capacity ● Techniques for achieving delivery performance ● Management of inventory ● Just-in-time/Lean techniques <p>No 6 The use of computers in logistics and operations management</p> <p>No 7 Distribution networks</p> <p>No 8 Measurement and control of logistics performance</p>	

<p align="center">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures and case studies are used to deliver the various topics in this module. One of these case studies runs through the complete module and is based on a real life company. This together with the other case studies and lecture material demonstrate how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 421 1473 600"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="4">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> </tr> <tr> <td>Case studies</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> <td align="center">√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed				No 1	No 2	No 3	No 4	Lecture	√	√	√	√	Case studies	√	√	√	√			
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Total Participant Study Effort	110 Hours																						
<p align="center">Reading List and References</p>	<p>The list given to participants is comprehensive and embraces all the topics covered in the module. In total there are 35 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.</p>																						

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Operations Strategy for Industry	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE592	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of operations strategy would be beneficial.	
Introduction	The existence of a properly formulated and explicit strategy is essential to ensure the development and success of the business. In industrial companies, the operations strategy is a key element. Every company is in a unique and dynamic situation offering products and services with different order winning criteria. Consequently the philosophy of this module is to present a variety of frameworks, methods and examples of how operations strategy can be formulated and implemented.	
Objectives	No 1 To select appropriate operations strategy and integrate it with other company strategies at all levels. No 2 To measure the performance of the operations strategy and assess its impact on within the organisation.	
Intended Learning Outcomes (ILO's) (Note 1)	Upon completion of the subject, participants will be able to: No 1 define Operations Strategy and its importance in an industrial business. No 2 understand how operations strategy integrates, aligns and interacts with other company strategies at all levels. No 3 understand how to describe the impact of Operations Strategy at different levels within the organization. No 4 recognise and measure the performance of the operations strategy and identify suitable areas for measurement. No 5 discuss and give examples of how operations strategy can be formulated. No 6 appraise and question different companies' operations strategies and draw conclusions from the information. No 7 select appropriate practices relating to implementing operations strategy in different environments. No 8 apply some of the tools and techniques learnt to the case study material.	
Indicative Syllabus Topics (Note 2)	No 1 World class manufacturing No 2 Integration of operations strategy with business strategy No 3 Operations strategy formulation processes No 4 Tools and techniques for operations strategy decisions No 5 Outsourcing strategy No 6 International manufacturing/operations No 7 Implementing issues No 8 Current trends, issues and future thinking No 9 Academic and company case studies	

<p align="center">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures and case studies are used to deliver the various topics in this module. A series of case studies are discussed in a problem-based format where participants are required to apply the tools and techniques learnt to tackle difficulties and strike for a successful operations strategy. All these enhance the learning objectives and learning outcomes.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 488 1457 696"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="8">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> <th>No 5</th> <th>No 6</th> <th>No 7</th> <th>No 8</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td></td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed								No 1	No 2	No 3	No 4	No 5	No 6	No 7	No 8	Lecture	√	√	√	√	√	√	√	√	Case studies		√	√	√	√		√	√													
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<p align="center">Student Study Effort Required</p>	<table border="1" data-bbox="592 1420 1457 1664"> <tr> <td>Class Contact:</td> <td></td> </tr> <tr> <td>▪ Lecture</td> <td>21 Hours</td> </tr> <tr> <td>▪ Case Study</td> <td>18 Hours</td> </tr> <tr> <td>Other Participant Study Effort:</td> <td></td> </tr> <tr> <td>▪ Private Study</td> <td>71 Hours</td> </tr> <tr> <td>Total Participant Study Effort</td> <td>110 Hours</td> </tr> </table>	Class Contact:		▪ Lecture	21 Hours	▪ Case Study	18 Hours	Other Participant Study Effort:		▪ Private Study	71 Hours	Total Participant Study Effort	110 Hours																																				
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<p align="center">Reading List and References</p>	<p>The list given to participants covers core texts mainly and embraces all the topics covered in the module. In total there are 18 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.</p>																																																

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Organisations, People and Performance	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5706	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of human resource management would be beneficial.	
Introduction	<p>This module is intended to provide a knowledge and understanding of the importance of strategic management of the people resource in organisations and how this relates to the wider organisational context and business strategy. It is based on the premise that people are the key and most important resource in the organisation to translate other resources into added value. It explores all elements of successful and effective people management practice. It is a generic module and therefore is applicable across a range of courses. Relevance is achieved through case studies, relevant examples and reading material.</p> <p>Organisations achieve their objectives through people. The strategic and operational management of people is a crucial concern therefore for any organisation and its leaders and managers who are keen to succeed as more complex business models and organisation structure emerge.</p> <p>Understanding how to gain the motivation and commitment of an organisation's most important resource is crucial for modern leaders and managers as they shape and reshape organisations to meet business need. Technical and analytical expertise is no longer enough and this module reinforces the message that people management is a strategic issue.</p> <p>At a practical level it equips students with knowledge and appreciation of a broad range of core concepts, theories and models as a toolkit of understanding and analysis to aid them in facing the challenge and complexity of leadership in modern rapidly changing organisations.</p>	
Objectives	<p>No 1 To understand the importance of strategic management of the people resource in organisations and how this relates to the achievement of organisational goals and business targets.</p> <p>No 2 To understand organisational culture and structure; and evaluate its importance in determining employee behaviour.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 apply the principles of strategic human resource management contingently within a business context and critically evaluate a range of HR strategic approaches.</p> <p>No 2 Utilise knowledge of principles and philosophies that underlie an integrated and holistic approach to people management practice as it relates to the achievement of effective performance at both organisational and individual level.</p> <p>No 3 understand organisational culture and structure and analyse and evaluate its importance in determining employee behaviour.</p>	

	<p>No 4 Compare, contrast and apply theories of organisational behaviour, and psychological theories in order to evaluate their potential contribution to people management practice.</p> <p>No 5 recognise the importance of their future contribution and role as leaders as they manage themselves and others to reach their full potential.</p>																																	
<p>Indicative Syllabus Topics (Note 2)</p>	<p>No 1 The external environment and its implications for business strategy and HR strategy</p> <p>No 2 Global changes in the world of work and the employment relationship</p> <p>No 3 The culture and structures of organisations and work organisation and job design</p> <p>No 4 understand individuals: motivation, commitment and the psychological contrast</p> <p>No 5 Interaction in organisations: power, conflict, team and group working</p> <p>No 6 Managing performance: recruitment and selection, learning, training and development</p> <p>No 7 Performance measurement and feedback, reward and recognition</p> <p>No 8 Diversity management</p> <p>No 9 HR strategy and policy deployment</p> <p>No 10 Future perspectives and issues in people management</p>																																	
<p>Teaching/Learning Methodology (Note 3)</p>	<p>A mixture of lectures and case studies are used to deliver the various topics in this module. Some real case studies integrate the topic covered and thus demonstrate how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 1196 1458 1379"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="5">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> <th>No 5</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed					No 1	No 2	No 3	No 4	No 5	Lecture	√	√	√	√	√	Case studies	√	√	√	√	√										
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Student Study Effort Required	Class Contact:	
	▪ Lecture	33 Hours
	▪ Case Study	6 Hours
	Other Participant Study Effort:	
	▪ Private Study	71 Hours
	Total Participant Study Effort	110 Hours
Reading List and References	The list given to participants covers core texts mainly and embraces all the topics covered in the module. In total there are 14 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.	

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Procurement & Inventory Management	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5714	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of product design issues and its management would be beneficial.	
Introduction	<p>Procurement and inventory management (PIM) form the interfaces in today's supply chains of industrial goods. As the global division of work is still increasing in all industries in order to improve speed, process integration and customer satisfaction there is a growing need for a modern sourcing system.</p> <p>PIM are critical to production companies as well as to service companies, as spending in procurement is often one of the biggest parts of the company's budget. PIM ensure the availability of all supply categories for operations and infrastructure. Both are networked with the other functional areas making and delivering the products.</p>	
Objectives	<p>No 1 To understand the design and management of processes covering procurement processes and strategies.</p> <p>No 2 To understand control systems of the inbound supply chain including risk pooling and multi-stage inventory control systems, value of collaboration and streamlined information and financial flow in supply chains, supplier relationship management as well as elementary and advanced methods for analysis and planning.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the module, participants will be able to:</p> <p>No 1 understand PIM strategies, processes and organisational concepts and their links to further areas of the logistics system.</p> <p>No 2 know where to collect information for planning or improving supply and stock keeping processes.</p> <p>No 3 set requirements for supplier selection process and operate in procurement and inventory management processes.</p> <p>No 4 define the right structure of the supply network and inventory control system.</p> <p>No 5 use best practice solutions and state of the art control methods for managing the players of the supply chain and uncertainty risks of customer markets.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 PIM basics and their roles in the supply chain</p> <p>No 2 Basic methods for analysis and planning in PIM56</p> <p>No 3 Strategic and operational procurement processes</p> <p>No 4 Static and dynamic stock-keeping and replenishment policies</p> <p>No 5 Supplier relationship management and collaboration in the chain</p> <p>No 6 Information flow and financial flow in procurement processes</p> <p>No 7 Advanced optimisation tools for sourcing organisations</p>	

<p style="text-align: center;">Teaching/Learning Methodology (Note 3)</p>	<p>Lectures and case studies are used to deliver the various topics in this module. Several real cases are discussed for enhancing the learning objectives and learning outcomes.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 353 1457 533"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="5">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed					No	1	2	3	4	5	Lecture	√	√	√	√	√	Case studies	√	√	√	√	√									
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Note 4: Assessment Method

This section includes the assessment method(s) used and its relative weighting, and indicates which of the subject intended learning outcomes that each method assesses. It also provides a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.

HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Product Design & Development Management	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5713	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of product design issues and its management would be beneficial.	
Introduction	<p>Innovation and introduction of new products to the market is one of the fundamental processes in industry. Design and development and introduction of new products is hence the key to renewal and regeneration of industry and the long term competitiveness and survival of manufacturing companies.</p> <p>Intensification of competition, rapidly changing technologies and shorter product life cycles, require an integrated approach to management of product development in order to create better quality products with enhanced capabilities, at attractive prices with compressed time to market cycles. Today customers often buy products without making a conscious distinction between tangible product, service or brand.</p> <p>This module concentrates on the management of the processes of product design, development, and introduction as an integrated whole from ideas and concept stage to customer, and in service.</p>	
Objectives	<p>No 1 To enable the management of a company identifying competitive products from market requirements through the product concept definition, design and manufacture to in-service support.</p> <p>No 2 To consider a competitive design in terms of quality, cost, timing constraint and market profitability.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the module, participants will be able to:</p> <p>No 1 identify and define the role of product design and development process in manufacturing industry.</p> <p>No 2 define the components of product design and development processes and their relationships from concept to customer.</p> <p>No 3 define the design management process and how innovation can be successfully brought to the market place to satisfy customers in an effective manner.</p> <p>No 4 undertake a methodical approach to the management of product development.</p> <p>No 5 Differentiate between the important methods, technologies, latest trends, tools and techniques of product design and development and how they can be effectively utilized.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Product development process</p> <p>No 2 Effective design management</p> <p>No 3 Lean new product introduction</p> <p>No 4 The relationship of tangible product and brand</p> <p>No 5 Management of creativity</p> <p>No 6 Concurrent engineering</p>	

	No 7 Organisation for effective product design and development No 8 Design protection and intellectual property rights																																	
Indicative Syllabus Topics (Note 2)	No 9 Case study No 10 Tools, techniques, and technologies including concept generation and selection; design for assembly/ manufacture; life cycle costing and design to cost; design validation No 11 Industrial experiences No 12 User/customer view No 13 Innovation products																																	
Teaching/Learning Methodology (Note 3)	Lectures and case studies are used to deliver the various topics in this module. Several real cases are discussed for enhancing the learning objectives and learning outcomes. <u>Alignment between Teaching/Learning Methodologies and ILOs:</u> <table border="1"> <thead> <tr> <th>Teaching/Learning Methodologies</th> <th colspan="5">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed					No	1	2	3	4	5	Lecture	√	√	√	√	√	Case studies	√	√	√	√	√									
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Reading List and References	The list given to participants focuses on core texts only and embraces all the topics covered in the module. In total there are 20 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.																																	

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Project Planning, Management and Control																	
	<i>HK PolyU</i>	<i>WarwickU</i>																
Subject Code	ISE568																	
Credit Value	3	10																
Level	Level 5	Level 7																
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of project management would be beneficial.																	
Introduction	This course module treats the management of “projects” in the widest context of a business activity with specific limited objectives and time scale, and encompasses both product development and “change” projects. It provides and appreciation of the issues and current techniques for successful project planning and control, including the selection and motivation of project teams.																	
Objectives	No 1 To identify the requirements for successfully managing projects. No 2 To apply appropriate techniques for effective project planning and control, including the selection and motivation of project teams.																	
Intended Learning Outcomes (ILO’s) (Note 1)	Upon completion of the subject, participants will be able to: No 1 understand the requirements for managing and contributing to projects effectively within the business environments. No 2 apply appropriate techniques. No 3 contribute to the formulation and management of project teams from start to finish.																	
Indicative Syllabus Topics (Note 2)	No 1 Understand project teams No 2 Project within the company organisation No 3 Project planning techniques No 4 Cost planning and cost control No 5 Project monitoring and review No 6 Risk management																	
Teaching/Learning Methodology (Note 3)	A mixture of lectures and case studies are used to deliver the various topics in this module. The case studies are computer-aided project management exercise which requires participants to apply the tools and techniques learnt to manage the designated project. Thus, it enhances the learning objectives and learning outcomes effectively. <u>Alignment between Teaching/Learning Methodologies and ILOs:</u> <table border="1" data-bbox="587 1697 1469 1883"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="3">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>			Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed			No 1	No 2	No 3	Lecture	√	√	√	Case studies	√	√	√
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Assessment Methods in Alignment with Intended Learning Outcomes (Note 4)	Assessment Methods/Tasks		% Weight	Intended Learning Outcomes (ILO's)		
				No 1	No 2	No 3
	1. Group Case Studies and Presentation		30	√	√	√
	2. Post Module Assignment (PMA)		70	√	√	√
	Total		100			
Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes (ILO's). The case studies will cover main topics covered in the module which will therefore embrace all the learning outcomes. The PMA requires participants to apply what they have learnt in the module to their own work environment. These will embrace the ILO's albeit in different work situations.						
Student Study Effort Required	Class Contact:					
	▪ Lecture		27 Hours			
	▪ Case Study		12 Hours			
	Other Participant Study Effort:					
	▪ Private Study		71 Hours			
Total Participant Study Effort		110 Hours				
Reading List and References	The list given to participants is comprehensive and embraces all the topics covered in the module. In total there are 22 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.					

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Quality Management and Techniques	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5702	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of quality issues would be beneficial.	
Introduction	This module treats quality and reliability as an integral part of all functions of both manufacturing and service organisations. It shows how philosophies, systems, legal aspects, employee involvement and techniques should all contribute to improving quality, reliability and safety and reducing costs.	
Objectives	No 1 To discuss the importance of quality, reliability and implications of philosophies such as continuous improvement. No 2 To assess company improvement techniques and outline its accountabilities and systems necessary to achieve the required quality.	
Intended Learning Outcomes (ILO's) (Note 1)	Upon completion of the subject, participants will be able to: No 1 discuss the implications of philosophies such a zero defects and continuous improvement. No 2 outline the company-wide accountabilities and systems necessary to achieve the required quality. No 3 use and assess company improvement techniques. No 4 discuss the importance of quality, reliability and product liability matters.	
Indicative Syllabus Topics (Note 2)	No 1 Management for quality No 2 Motivation and employee involvement No 3 Economics of quality No 4 Design for quality No 5 Basic tools of quality improvement No 6 Variability in processes No 7 Product liability No 8 Quality systems No 9 Failure modes, effects and critically analysis No 10 Quality function deployment	

<p style="text-align: center;">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures and case studies are used to deliver the various topics in this module. The case studies are exclusively based on real life situations, albeit sometimes in a simplified format. These integrate the topic covered and thus demonstrate how the various techniques are inter-related and how they apply in real life situations.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 421 1471 600"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="4">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> <tr> <td>Case studies</td> <td></td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td></td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed				No 1	No 2	No 3	No 4	Lecture	√	√	√	√	Case studies		√	√				
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Post Module Assignment (PMA)	100	√	√	√	√																		
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<p style="text-align: center;">Reading List and References</p>	<p>The list given to participants is comprehensive and embraces all the topics covered in the module. In total there are 31 references provided. They can be found in the Folder Notes given to participants at the commencement of the module.</p>																						

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Service Design and Delivery	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5716	
Credit Value	3	
Level	Level 5	
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading about the service industry would be beneficial.	
Introduction	To provide students with an overview of processes involved in the service industry to complement their study of the engineering, manufacturing or e-business sectors on existing modules. This module aims to highlight what is different and special about managing “Service” projects, companies, programmes and the tools and techniques used in the design and management of service in industries such as banking, finance or healthcare.	
Objectives	<p>No 1 To show where tools, techniques and processes applicable to one sector may be of use in the other.</p> <p>No 2 To address how and why a manufacturing company can transform itself into a services company.</p>	
Intended Learning Outcomes (ILO’s) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 understand similarities and differences between manufacturing and services companies in terms of organisation and business processes.</p> <p>No 2 understand and be able to document organisational structure and business processes.</p> <p>No 3 understand, select and systematically apply appropriate modelling methodologies and tools.</p> <p>No 4 recognise and understand different types of services delivered by current services-based organisations.</p> <p>No 5 recognise, anticipate, evaluate some of the specific challenges and accommodate the uncertainties inherent in a services-based organisation.</p> <p>No 6 interpret and critique a given process and advance practical improvements to it.</p> <p>No 7 design and create a complex organisational structure and business processes to systematically deliver a specific service.</p> <p>No 8 generate and analyse a model using the Component Business modelling methodology.</p> <p>No 9 use Web Sphere Business Modeller tool to visualise and analyse a complex business process.</p>	

<p align="center">Indicative Syllabus Topics (Note 2)</p>	<p>No 1 Review of manufacturing company activities and processes (supply chain, design, manufacturing, sales)</p> <p>No 2 Types of services organisations and distinguishing services from goods</p> <p>No 3 Consideration of similarities and differences between manufacturing and services and introduction to Component Business Modelling and Web Sphere Business Modeller as means of modelling processes</p> <p>No 4 An in-depth look at how services business work, comparing with manufacturing companies in all areas. Use Service Science Management and Engineering as the basis for services analysis.</p> <p>No 5 Make use of analysis matrices to understand services ranging from hotels through hospitals and schools to professional services and business process outsourcing</p> <p>No 6 Case studies may be selected from a large range of service sectors including Healthcare, Business process outsourcer, Application development/maintenance outsourcer, Retailer, Education, Public transport, Hotel, Banking airline and so on</p>																																																						
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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Strategic Marketing	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE581	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of marketing would be beneficial.	
Introduction	Uncertainty and competition have increased significantly and effective marketing is essential for survival and prosperity. Everyone in the organisation contributes to marketing and this course module introduces the marketing concept as a philosophy of business management and considers the techniques and strategies available to the marketing practitioner.	
Objectives	No 1 To understand fundamentals and special characteristics of consumer, industrial and international marketing. No 2 To recognise the interplay of marketing mix variables and apply information technology to enhance marketing plans.	
Intended Learning Outcomes (ILO's) (Note 1)	Upon completion of the module, participants will be able to: No 1 understand the fundamentals of marketing. No 2 recognise the special characteristics of consumer, industrial and international marketing and selling. No 3 understand the interplay of marketing mix variables. No 4 appreciate how information technology can enhance marketing plans. No 5 apply the concepts to develop strategic marketing plans.	
Indicative Syllabus Topics (Note 2)	No 1 The concept and importance of marketing plus the marketing environment No 2 Segmentation market types – Consumer, Intermediary, Industrial, International & Export No 3 Marketing research and analysis – the science and scope of research, primary and secondary sources No 4 Managing the marketing mix No 5 Product – product policy, innovation life and ,product life cycle No 6 Price – price decisions, marginal pricing, real-world pricing No 7 Place – channel choices and network, push and pull, physical distribution system. No 8 Promotion – corporate image, selling, public relations, advertising and market communication No 9 Industrial marketing VS consumer marketing No 10 Impact of information technology, marketing information systems, IT as a tool for competitive advantage, e-commerce and the internet No 11 Strategy marketing planning No 12 Basic – analyzing market opportunity, assessing company capability, competitor analysis, co-operation with competitors.	

<p align="center">Indicative Syllabus Topics continued (Note 2)</p>	<p>No 13 Methods – portfolio analysis and other management process tools, market attractiveness and business assessment.</p> <p>No 14 Management – the planning cycle and the marketing management process, preparing a strategic marketing plan.</p> <p>No 15 International marketing – global perspectives, globalisation</p> <p>No 16 The future of marketing – relationship marketing, marketing in the 21st century</p> <p>No 17 The marketing game – integration of most of the above topics via a competitive simulation of a business environment.</p>																																	
<p align="center">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures, case studies and marketing games are used to deliver the various topics in this module. Both of the case studies and marketing games are in a problem-based format. All these help to enhance learning objectives and intended learning outcomes (ILO's).</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 712 1457 898"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="5">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed					No	1	2	3	4	5	Lecture		√	√	√	√	√	Case studies		√	√	√	√	√							
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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Storage & Warehouse Techniques	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5720	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading about warehousing would be beneficial.	
Introduction	A well-managed warehouse is now recognised as a potential major source of competitive advantage as opposed to just another source of cost within the supply chain. To achieve this competitive advantage, it is important to choose the right type of operation, processes and equipment, and then understand and continuously improve performance through appropriate measures and controls. Staff motivation and safety is also seen as important aspects within today's warehouse. This module will provide an overview of all of these areas incorporating case studies, examples, guest speakers and exercises.	
Objectives	<p>No 1 To fully understand the role of warehousing in today's supply chain.</p> <p>No 2 To understand the skills and resources required to manage a cost effective and productive warehouse operation.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 Identify the role and functions of the warehouse in today's supply chain.</p> <p>No 2 Understand warehouse operations, procedures and processes.</p> <p>No 3 Describe how technology can be used to best advantage in the warehouse.</p> <p>No 4 Analyse potential sources of cost in the warehouse and their relationship to performance.</p> <p>No 5 Develop storage and warehousing solutions incorporating the use of third party providers.</p> <p>No 6 Discuss the environmental impact of warehousing and other key issues for the future</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 The role of the warehouse in today's supply chain.</p> <p>No 2 Types of Warehouse Operation and Warehouse processes.</p> <p>No 3 Warehouse IT and automation.</p> <p>No 4 Warehouse Layout and Equipment.</p> <p>No 5 Warehouse simulation presentation.</p> <p>No 6 Warehouse Costs and Performance measures.</p> <p>No 7 Health and safety and environmental issues.</p> <p>No 8 Process to develop storage and warehousing solutions.</p> <p>No 9 Procurement and management of 3rd party services.</p> <p>No 10 Resource planning and labour management.</p> <p>No 11 The future of warehousing.</p>	

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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Supply Chain Management	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE596	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of supply chain management would be beneficial.	
Introduction	<p>The aim of this module is to equip the attendees with a comprehensive view of Supply Chain Management from an organisational and supply chain relationship perspective. The Logistics modules on the programme provide detailed knowledge on the effective and efficient planning and movement of materials through a supply chain. However, with as much as 70% of a manufacturing organisations turnover now being spent with suppliers, the effective planning and development of the supply base, and an understanding of the organisational requirements for effective supply chain management are key to ongoing business success.</p> <p>This module utilises best practice thinking in the various aspects of Supply Chain Management supporting the attendees in classroom style delivery and interactive workshop/case study working. The assessed assignment requires application of the knowledge and techniques to the participant's workplace.</p>	
Objectives	<p>No 1 To understand supply chain concepts and supplier relationships. No 2 To utilise the tools, techniques and measures to develop a multi-functional supply chain process and to monitor it for continuous improvement.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 understand the supply chain concept and the development and management of supplier relationships. No 2 facilitate a multi-functional approach to the supply chain process. No 3 understand and utilise the tools, techniques and measures used to develop, monitor and control performance in the supply chain. No 4 Contribute to continuous improvement.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Defining supply chain management No 2 Designing the supply base and selecting suppliers No 3 Supply chain relationships No 4 Measuring suppliers and the supply chain No 5 Supplier development and continuous improvement No 6 Organisation design No 7 Technology in supply chain management</p>	

<p style="text-align: center;">Teaching/Learning Methodology (Note 3)</p>	<p>A combination of lectures and case studies are used to deliver the various topics in this module. All case studies are presented in a practical format. Participants are required to apply their knowledge and techniques to solve the problems for a business success. Thus, it helps to enhance the learning objectives and learning outcomes.</p> <p><u>Alignment between Teaching/Learning Methodologies and ILOs:</u></p> <table border="1" data-bbox="592 421 1468 600"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="4">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> <tr> <td>Case studies</td> <td></td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> <td style="text-align: center;">√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed				No 1	No 2	No 3	No 4	Lecture	√	√	√	√	Case studies		√	√	√									
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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Transport Techniques & Management	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5719	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading about the freight transport industry would be beneficial.	
Introduction	<p>This module aims to give participants an understanding of the basic techniques used in freight transportation. All major techniques in the areas of road transport, airfreight, rail-freight and water borne freight are discussed.</p> <p>The course will examine the increasing use of intermodal transport and the growth in information technology usage.</p> <p>The course discusses the theory behind route planning and distribution optimisation with a demonstration of software in this area. The course discusses the effects of the various transport modes on the environment and the latest research in sustainable distribution.</p>	
Objectives	<p>No 1 Have a good understanding in design and running of some transport-chains of the various modes of freight transportation.</p> <p>No 2 Acquire an understanding of the technology used within freight transportation to produce optimal cost effective routes for both distribution and supplier collections.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 have an understanding of the volume of freight distributed by different modes of transport in various regions, globally.</p> <p>No 2 understand the transportation techniques which are required to produce optimal, cost effective routes and be able to apply these techniques in various situations.</p> <p>No 3 have a knowledge of the information technology systems available to assist companies decide on the optimum location(s) of their distribution centres and produce optimum vehicle delivery.</p> <p>No 4 understand the impact of the various transport modes on today's environment.</p> <p>No 5 understand the advantages and disadvantages of outsourcing distribution services and the companies involved in this market.</p> <p>No 6 understand the role of a freight forwarder in global transportation</p> <p>No 7 be fully aware of the performance measures used within the transport sector.</p> <p>No 8 understand the costs associated with road freight transport.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 Traffic volumes in various countries</p> <p>No 2 Transportation techniques (railway, road, sea, air, intermodal)</p> <p>No 3 Selection of transport techniques for different distribution problems</p>	

	<p>No 4 Route planning demonstrations</p> <p>No 5 Impact of freight transport on the environment and its future challenges Acquire an understanding of the technology used within freight transportation to produce optimal cost effective routes for both distribution and supplier collections</p> <p>No 6 Information technology in the transport sector</p> <p>No 7 Solutions for the warehouse location problem</p> <p>No 8 Advantages and disadvantages of outsourcing within the transport sector</p> <p>No 9 Performance measures in freight transport</p>																																																
<p>Teaching/Learning Methodology (Continued) (Note 3)</p>	<p>Lectures, videos and case studies are used to deliver the various topics in this module. Several real cases are discussed for enhancing the learning objectives and learning outcomes.</p> <p>Alignment between Teaching/Learning Methodologies and ILOs:</p> <table border="1" data-bbox="625 698 1485 913"> <thead> <tr> <th rowspan="2">Teaching/Learning Methodologies</th> <th colspan="8">Intended Subject Learning Outcomes to be assessed</th> </tr> <tr> <th>No 1</th> <th>No 2</th> <th>No 3</th> <th>No 4</th> <th>No 5</th> <th>No 6</th> <th>No 7</th> <th>No 8</th> </tr> </thead> <tbody> <tr> <td>Lecture</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> <tr> <td>Case studies</td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td></td> <td>√</td> <td>√</td> </tr> </tbody> </table>	Teaching/Learning Methodologies	Intended Subject Learning Outcomes to be assessed								No 1	No 2	No 3	No 4	No 5	No 6	No 7	No 8	Lecture	√	√	√	√	√	√	√	√	Case studies		√	√	√	√		√	√													
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HONG KONG IGDS - MSC MODULE OUTLINE

Subject Title	Technology Management	
	<i>HK PolyU</i>	<i>WarwickU</i>
Subject Code	ISE5704	
Credit Value	3	10
Level	Level 5	Level 7
Pre-requisite/ Co-requisite/Exclusion	None but some preliminary reading of technology management would be beneficial.	
Introduction	<p>By their nature, all process businesses are based upon a foundation of technology. Effective technology management integral with the overall business strategy is an essential prerequisite to sustainable competitive advantage for both emerging and mature businesses.</p> <p>It generates an appreciation of the role of technology in the business and shows how technological change through capture, development, integration and even divestment can be used to raise performance. These matters are dealt with within the context of external and internal constraints and the realities of product and technology life-cycles.</p>	
Objectives	<p>No 1 To identify technology needs of an organisation in pursuit of commercial success and its benefits generated.</p> <p>No 2 To assess technological competence of the business and monitor its change at an acceptable risk.</p>	
Intended Learning Outcomes (ILO's) (Note 1)	<p>Upon completion of the subject, participants will be able to:</p> <p>No 1 appreciate the impact of technology on business, society and the processes of change and how it can be best integrated in the pursuit of commercial success.</p> <p>No 2 assess the technological competence of the business, its competitors and best practices exemplars in relation to both the context of the people and hardware involved.</p> <p>No 3 identify technology needs in the context of the key business drivers and the means to access such technology through an understanding of the research and development process.</p> <p>No 4 communicate and influence business decision makers using logic and language with which they are familiar.</p> <p>No 5 appreciate the benefits and principles of implementation of multifunctional organisation and team working in the development and integration of technological change.</p> <p>No 6 appreciate the tools and techniques necessary to identify assess and deliver technological change at an acceptable risk.</p>	
Indicative Syllabus Topics (Note 2)	<p>No 1 What is technology and why it is important: case study on the benefits/consequences of adopting/ignoring technology</p> <p>No 2 How business needs and product strategy drive technological requirements</p> <p>No 3 Evaluation of company's and competitors capability to deliver technology: SWOT and benchmarking exercises</p> <p>No 4 Formulating company technology strategy – accessing technology</p> <p>No 5 Justifying technological investment – persuading decision makers</p>	

Indicative Syllabus Topics continued <i>(Note 2)</i>	No 6 Tools and techniques for assessing technology and delivering it at acceptable risk No 7 Implementation of strategy for technological change No 8 Future opportunities and developments																																						
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