**Subject Description Form**

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| **Subject Code** | ISE6701 | |
| **Subject Title** | Systems Transformation and Analysis | |
| **Credit Value** | 3 | |
| **Level** | 6 | |
| **Pre-requisite / Co-requisite/ Exclusion** | Nil | |
| **Objectives** | This course is about understanding why some firms outperform others especially in light of the global environment. We will examine how to formulate and implement effective organizational strategies that incorporate analytical, behavioral and creative aspects of business simultaneously. In particular, we focus on how strategic leaders transform and position their organizations to exploit technological change and entrepreneurship for competitive advantage. In a nutshell, this course is about understanding and analyzing organizational systems transformation and its impact on firm performance.  Recognizing that most real business problems are inherently multi-functional in nature, we strive to integrate learning from your prior studies of functional areas, while adding new approaches that explicitly deal with business-wide strategic and competitive issues. Our viewpoint will be that of the general manager who has responsibility for the long-term health of the entire organization.  **Note**. A real business environment does not generally pose clear questions or answers. Managers rarely know whether they have made the “right” strategic decisions. Strategy cases simulate this ambiguity. As such, there are no correct solutions to the cases that you will undertake to analyze and I will offer none, although I may provide my opinion about your logic. Therefore, the most important aspect of this course is the quality of your questions and answers, and the quality of your thought processes. Also, your ability to communicate your logic and respond to questions about your analyses and recommendations is important. | |
| **Intended Learning Outcomes** | Upon completion of the subject, students will be able:   1. To understand and assess the broad trends and the fundamental forces driving economic, social, and technical changes and the need for transformational new systems and business processes. 2. To understand the nature of strategic competitiveness and competitive advantage. Develop the ability to analyze the competitive environment facing a firm, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage. 3. To integrate knowledge and apply analytical techniques from various disciplines or functional areas. Including accounting, economics, finance, marketing, operations, organization theory, and organizational behavior. Our goal is to identify and analyze strategic issues and develop solutions in the form of action plans designed to build and sustain competitive advantage. 4. To discriminate among the types of data that general managers need to evaluate alternative scenarios. Develop logical, coherent and persuasive analyses for a desired course of action. Develop effective processes to implement plans within the constraints imposed by the complex behavior of individuals within organizations. Effectively communicate ideas in both oral and written form. 5. To develop the ability to view the corporation as a whole while integrating individual business unit goals and objectives. | |
| **Subject Synopsis/ Indicative Syllabus** | 1. Trends and factors driving business and systems analysis and organizational transformation; Examples of transformational systems   Overview of four broad trends that are driving economic, social and technological changes globally, and analysis of specific factors driving business changes in China/Hong Kong. today. Examples of transformational, systems-based new businesses in the west, and examples of transformational systems projects in Hong Kong and China.   1. Complexities and challenges of designing, developing and managing a transformational business system.   Why so many new systems are doomed to commit major, costly errors from the start? Why do so many computer information systems fail? Why are integrated systems so difficult to implement? Differences in approaches between the planning and implementation of large scale systems in organization. Why are transformational systems difficult to develop? What are the common factors that have limited the success of process re-engineering efforts? How should we think about transformational systems?   1. Conducting fundamental business analysis.   The starting point for analyzing the goals and objectives of a transformational system is to examine the “fundamental nature of its business”; i.e. don’t be limited right way by just the technical or financial considerations. What is a “business”? Why is the traditional industry analysis or SWOT analysis inadequate? How to zero in on the “critical success factors“ of a business? Case studies to illustrate how successful businesses have transformed and dominated their competitors, and the central role of their back-end, transformational systems.   1. Role of the project leader in a transformational, systems project and management approach   How to follow a phased, structured, systems development process to guide and lead the analysis. The input, output for each phase, as well as the required activities for each phase. How does a system analyst create value for the organization? How to prepare a high quality analysis report or presentation?   1. Concepts, methodologies and tools for systems modeling   Differences between a logical design and a physical design for a system. Data flow modeling and structured analysis techniques: concepts and applications. The importance of a database management systems and data modeling as foundations to building information systems.  6. Virtual aspects of a business system: How to set up an effective e-business support platform for a transformational system  How to analyze the virtual aspects of a business? What are the design shortcomings with most e-business systems? How to analyze e-business and build an effective e-business platform based on relationship analysis? How to apply the framework to build effective intranets and extranets for enterprise integration and inter-organization systems? | |
| **Teaching/Learning Methodology and Course Materials:** | A mixture of lectures, illustrative examples, exercises, and case studies, will be used to deliver the fundamental concepts and to illustrate applications in this subject. More importantly, emphasis will be placed on interactive class discussions to stimulate students’ own thinking about the issues and concepts involved.  There is no single, required textbook. The teaching materials will be drawn from a number of sources. These include:  Note: In the class, a variety of medium is used to enhance the students’ understanding of organizational systems transformation and analysis. Through lectures, readings, cases, exercises, and videos, it is hoped that students are able to develop a good understanding of how firms formulate and implement corporate strategies under the impetus of competition, technology, government action, and other major contextual forces. Because general management requires a deep understanding of the functional strategies associated with marketing, operations, finance, and human resources, students will need to bring what they have learned in their previous coursework and career to bear on this course. Part of their challenge in this course will be to synthesize these functional strategies into overall business, corporate, and global strategies, and to concern themselves deeply with the implementation of the chosen strategies.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Teaching/Learning Methodology | Intended subject learning outcomes | | | | | | a | b | c | d | e | | 1. Lectures | ✔ | ✔ | ✔ | ✔ | ✔ | | 2. Tutorials/Case Studies | ✔ | ✔ | ✔ | ✔ | ✔ | | |
| **Assessment Methods in Alignment with Intended Learning Outcomes** | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | Specific assessment methods/tasks | % weighting | Intended subject learning outcomes to be assessed | | | | | | a | b | c | d | e | | 1. Final Exam (in-class) | 50 | ✔ | ✔ |  |  | ✔ | | 2. Group Case Presentation  Test | 30 | ✔ | ✔ | ✔ | ✔ |  | | 3. Individual Homework & Assignments | 20 |  | ✔ |  | ✔ | ✔ | | Total | 100 |  | | | | | | |
| **Student Study Effort Required** | Class contact: |  |
| Lecture | 27 Hrs. |
| Seminar and case studies | 12 Hrs. |
| Other student study effort: |  |
| Self study | 63 Hrs. |
| Total Student Study Effort | 102 Hrs. |
| **Reading List and References** | To be delivered by the lecturer. |  |