
*The University of Hong Kong
Faculty of Business and Economics
School of Business*

*IIMT3622 Business Transformation
Fall 2016*

I. INFORMATION ON INSTRUCTOR AND COURSE

Professor: *Ali Farhoomand*
Email: *ali@business.hku.hk*
Web: *www.business.hku.hk/faculty.staff*
Office Location: *KKLB 1315*
Telephone: *3917-7069*
Tutor: *Debbie Chu*
Email: *debbie@business.hku.hk*
Blog: *http://ebiz-hku.blogspot.com/*
Text: *Managing e-Business Transformation, by Ali Farhoomand, Palgrave/MacMillan Publishing*



Paid to do what he loves to do, Ali considers himself lucky.

He is Professor of Innovation and Information Management, and founding Directors of Asia Case Research Centre and Business Design and Innovation Program at The University of Hong Kong. He has taught and conducted research in universities across the globe, including executive development programs at Oxford, Stanford, INSEAD and as a Visiting Scholar at MIT. A three-time winner of the Society for Information Management Paper Award Ali has been a consultant to the governments as well as large companies. He has written many books, academic articles, and 160 business case studies, over half a million copies of which distributed worldwide by Harvard Business Publishing and other outlets.

Frustrated by the gap between business schools and real world, he conceived and produced the FocusAsia Business Leaders series, which was aired globally by BBC World, PBS and Asia Network.

Ali is recipient of a University-wide, as well as several MBA and Undergraduate Outstanding Teaching Awards.

For hobby, he dabbles in painting, plays drums and engages in armchair philosophy.

His passion is to challenge students to think and to make a difference in life.

II. COURSE DESCRIPTION AND OBJECTIVES

Course Description:

The Internet has shortened business transaction cycles, expanded market reach, and allowed companies to build and manage customer relationship more effectively. Today almost every company is trying to find out how best to deploy the Internet throughout its value chain to improve operational effectiveness, entrench strategic position, and ultimately create sustainable competitive advantage. Transformational initiatives, however, are difficult to implement and prone to fail as companies must grapple with a whole host of strategic, organizational, technical and increasingly global issues.

This course builds on the basic principles of business and economic to examine the role of the Internet as a strategic necessity. It provides a roadmap for transforming companies into inter-networked enterprises where proprietary and shared infrastructures are used to link customers, suppliers, partners and employees to create superior economic value. You will learn how the Internet can provide firms with the necessary infrastructure needed to align their business strategy with IT strategy, streamline front-end and back-end processes, manage relationships and partnerships, and adapt to emerging global issues such as outsourcing and offshoring.

Course Objectives:

1. To learn the theories of organizational transformation networked organization, and dynamic organizational equilibrium.
2. To develop a working prototype of an Internet-based business system.
3. To work in teams effectively.
4. To develop a global outlook.
5. To articulate and make a business case.

III. LEARNING OUTCOMES

Upon the successful completion of this course, students should:

1. Know how to apply complexity and chaos theories to study organizational transformation
2. Understand the theory of dynamic organizational equilibrium and its application in studying the relationships between business strategy, technology deployment and process management.
3. Be able to outline the specific attributes of networked organizations.
4. Be able to develop simple Internet-based systems.
5. Be able to work in teams effectively.
6. Demonstrate a solid understating of global issues as they relate to organizational transformation.
7. Be able to write effective business reports, and make compelling presentations.

IV. ALIGNMENT OF PROGRAM AND COURSE OUTCOMES

Program Learning Outcome (PLO)	Course Learning Outcome (CLO)
<i>PLO1: Acquisition and internalization of knowledge of the programme discipline</i>	<ul style="list-style-type: none">• <i>Understanding chaos and complexity theories</i>• <i>Understanding dynamic organizational equilibrium</i>• <i>Understanding process management</i>• <i>Understanding network theory</i>
<i>PLO2: Application and integration of knowledge</i>	<ul style="list-style-type: none">• <i>Applying relevant theories and principles in designing an online business project</i>
<i>PLO3: Inculcating professionalism and leadership</i>	<ul style="list-style-type: none">• <i>Taking lead in ethical behavior and helping others</i>
<i>PLO4: Developing global outlook</i>	<ul style="list-style-type: none">• <i>Understanding about complexities ingrained in global networks</i>
<i>PLO5: Mastering communication skills</i>	<ul style="list-style-type: none">• <i>Communicating thoughts effectively</i>

V. TEACHING AND LEARNING ACTIVITIES

This course relies on a variety of activities to inculcate the fundamental principles of organizational transformation. The course is entirely student-centered; there are no exams. During the course, we will use the following activities:

- **In-class discussions:** A significant part of learning happens in the classroom in form of contribution to the case and class discussions.
- **Using the case method.** The case method will be used as a vehicle not only to solve problems but more importantly to ask the right questions and see the unseen.
- **Watching videos.** Most of the cases used in the course are accompanied by professionally produced videotapes of the corresponding companies and executives.

VI. ASSESSMENT

<i>Learning outcome</i>	<i>Teaching and Learning Activity</i>	<i>Assessment</i>
<ul style="list-style-type: none">• <i>Understanding chaos and complexity theories</i>• <i>Understanding dynamic organizational equilibrium</i>• <i>Understanding process management</i>• <i>Understanding network theory</i>	<i>Lectures; in-class discussions, case studies, videos</i>	<i>Attendance, participation in class discussions</i>
<ul style="list-style-type: none">• <i>Understanding global issues surrounding transformation</i>	<i>Lectures, in-class discussions, case studies, videos</i>	<i>Attendance, participation in class discussions</i>
<ul style="list-style-type: none">• <i>Building a workable information system prototype</i>	<i>Tutorials, term projects</i>	<i>Attendance, participation in tutorials, term projects</i>
<ul style="list-style-type: none">• <i>Communicating thoughts effectively</i>	<i>Videos, in-class exercises, case assignments, term projects</i>	<i>Attendance, participation in class discussions, case assignments, term projects</i>

VII. STANDARDS FOR ASSESSMENT

- | | |
|--------------------------|-----|
| 1. Class Contribution | 30% |
| 2. Case Presentation | 20% |
| 3. Written Case Analyses | 20% |
| 4. Design Project | 30% |

Notes to Assessment:

Success of this course depends on your individual and collective contribution to the case analyses and class discussions. **No late arrival** is permitted. **Missing three** or more classes would automatically lead to failure in the course. Please read the assigned readings and prepare the cases before each class so that you could contribute effectively to case discussions. Learning with cases occurs at three stages: at individual-level, at group-level and in classroom. So after you have prepared a case individually you should discuss it in your study group before coming to the class.

You are expected to participate voluntarily, or will be called upon, to contribute to case discussions. The learning objective of this part of the course is to enhance your communication, listening, and articulations skills. Your grade for this part will depend on your ability to apply relevant theories and concepts to the case under study, listen carefully to the discussion under way, organize your remarks, and articulate your thoughts and ideas in coherent and logical manner.

Please use the following **Guidelines for Assessing Contribution to the Learning Process in the Case Method:**

1. Facts	<i>Am I sticking to the case facts?</i>
2. Analysis	<i>Have I distinguished the critical and relevant from incidental and irrelevant?</i> <i>Have I organized the conclusions of my analysis into an intelligible whole?</i>
3. Synthesis	<i>Is my presentation clear and to the point? Does it follow the flow of the discussion, or is it an isolated comment?</i>
4. Presentation	<i>Am I listening to what others are saying, reassessing my own analysis and conclusions accordingly?</i>
5. Learning	<i>Do I do this consistently and as a rule?</i>
6. Consistency	

1. Another learning objective of this course is to train you to work effectively in teams. Each group of five students will make formal presentation of an assigned case. Your presentations should take approximately 30 minutes. Your grade for this part will depend on your collective ability to deliver professional and persuasive presentations. In effect you have to be able to “make a case”.
2. In addition to spoken communication, this course seeks to improve your writing. In this light, you should submit written analysis of **two** assigned cases. Your reports should be approximately five pages double-spaced and should also include an executive summary. They

must be handed in before the start of the class. You need to pay attention to the following issues:

1. Are all major issues and problems in the case identified?
2. Are your analysis and interpretation of the case accurate, valid and appropriate?
3. Are your recommendations based on a synthesis of your analysis?
4. Is your implementation plan credible?
5. Have you made a compelling and credible “case”?
6. Is your Executive Summary accurate and complete?
7. Is your presentation clear, appropriate and organized?

Please see the **Guidelines on Preparing the Case Assignments** on the next page.

3. You are expected to understand what it takes to design, develop, and implement an information system. By the 4th week of the course, your group should come up with an idea, in the form of a business proposal, for doing business on the Web. The business plan should include a feasibility study, as well as detailed financial projections and marketing plan. You are expected to perform the necessary information requirement analysis before designing the Web site that would satisfy the specifications of your proposed business plan. During the tutorials you will learn how to use appropriate software development tools to build a working prototype of your system. All groups will present their projects in the last two sessions of the course. Your grade for this part will depend on the following: i) innovativeness of your business plan, ii) completeness of your information requirement analysis, iii) functionality and ease of use of your prototype.

VIII. ACADEMIC AND CLASS CONDUCT

- Plagiarism and copying of copyright materials are serious offences and may lead to disciplinary actions. You should read the chapters on and “Plagiarism” and “Copyright” in the Undergraduate/Postgraduate Handbook for details. You are strongly advised to read the booklet entitled “What is Plagiarism?” which was distributed to you upon your admission into the University, a copy of which can be found at www.hku.hk/plagiarism. A booklet entitled “Plagiarism and How to Avoid it” is also available from the Main Library.
- The use of all electronic devices, including computers, mobile phones and games is strictly prohibited.
- You are required to attend all the classes on time. In case you cannot attend a class you should inform the instructor beforehand.

Guidelines on Preparing Written Case Assignments

This guide is designed to help you prepare for the written assignments for this course, and contains additional guidelines that are crucial and helpful to you. Please read carefully and do not hesitate to ask questions.

Submission

All written assignments should be submitted online before the deadline. Late submissions are NOT allowed. Approval for any alternative arrangements due to bona fide work or personal reasons must be obtained from Professor Farhoomand in advance. Please submit all your assignments to the course Moodle.

Formatting Standards

Assignments should be in Microsoft Word. Please include in the filename your last name, first name, and assignment title, e.g., chan_john_assignment1.doc. For the group assignment you may use your group number or name instead, e.g., group_2.doc. The main body of your report should be double-spaced using Times New Roman, Pt 12 (except for headings, exhibits, tables, etc.). The page size should be A4, with 1-inch margins (top, bottom, left, and right).

Structure and Content of Written Assignment

Your individual assignment shall consist of a cover page, a one-page executive summary, the report itself, references (if any), and exhibits/appendices (if any).

Please include on the cover page: assignment title, course title, instructor name, student name, student ID, and submission date.

The one-page executive summary should be single-spaced and no more than one page in length. It is a summary of your entire report and should allow the reader to grasp the major issues, the pro and cons, and the recommendation without having to read the report itself. Do not confuse the executive summary with the introduction in the report. The executive summary is NOT the introduction and they are NOT substitutes of each other.

It is recommended that the report itself include the following major sections: introduction, analysis of the issues, analysis of options, recommendation, and conclusion (depending on the assignment itself, you may have to make your own adjustments). The report is graded on the quality of the analysis, logic and coherence of the arguments, as well as its readability, and overall organization and presentation. Please follow the 1500-word guideline and include a word count at the end of your report. The word count should include only the report itself, i.e., it should exclude cover page, executive summary, references, exhibits, etc.

Plagiarism, or using other people's words or ideas as if they were your own, is a serious academic offense. When using other people's work, you must properly cite and reference the source. Please use a consistent referencing style throughout your report. Even though you may use exhibits to supplement your written report, please bear in mind that exhibits should not replace written analysis.

IX. COURSE WEEKLY SCHEDULE

Session 1 – Sept. 1

Introduction

Learn about:	<ul style="list-style-type: none">▪ Transition from industrial revolution to digital revolution▪ Impacts of the Internet on the dynamics of today's economy▪ Factors shaping the networked economy▪ Technology-productivity paradox▪ Process of creative destruction▪ Network effect▪ Information as an experience good▪ Economics of information
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Session 2 – Sept. 8

Complexity, Chaos, and Business Order

Learn about:	<ul style="list-style-type: none">▪ e-Business transformation cycle▪ Transformation success as a moving target▪ Causes of failure of transformation initiatives▪ Chaos and complexity▪ Paradoxes surrounding organisational transformation
Read:	<ul style="list-style-type: none">▪ Chapter 1
Prepare Case 1:	<ul style="list-style-type: none">▪ e-Store at Shell Canada Limited

Session 3 – Sept. 15

e-Business Strategy

Learn about:	<ul style="list-style-type: none">▪ Strategy and e-business transformation▪ Forces transforming strategy▪ Achieving sustainable competitive advantage
Read:	<ul style="list-style-type: none">▪ Chapter 2
Prepare Case 2:	<ul style="list-style-type: none">▪ TAL Apparel Limited: Stepping Up the Value Chain

Session 4 – Sept. 22
e-Business Strategy

<i>Learn about:</i>	<ul style="list-style-type: none"> ▪ <i>Managing Network Business</i> ▪ <i>Forces on distinctive challenges</i> ▪ <i>Strategic initiatives</i>
<i>Read:</i>	<ul style="list-style-type: none"> ▪ <i>Chapter 3</i>
<i>Prepare Case 3:</i>	<ul style="list-style-type: none"> ▪ <i>Joyus: Strategic Decisions in the Online Video Shopping Market</i>

Session 5 – Sept. 29
e-Business Strategy

<i>Learn about:</i>	<ul style="list-style-type: none"> ▪ <i>Major factors influencing strategic IT investment decisions</i> ▪ <i>Forces that erode competitive advantage</i> ▪ <i>Steps involved in e-business strategy</i> ▪ <i>Dimensions of e-business architecture</i>
<i>Read:</i>	<ul style="list-style-type: none"> ▪ <i>How to Plan E-Business Initiatives in Established Companies (HBP)</i>
<i>Prepare Case 4:</i>	<ul style="list-style-type: none"> ▪ <i>e-Business Transformation at Citibank Transaction and Trade Solutions</i>

Session 6 – Oct. 6
e-Business Models

<i>Learn about:</i>	<ul style="list-style-type: none"> • <i>Role of integration in successful e-business transformation</i> • <i>Emerging technologies</i>
<i>Read:</i>	<ul style="list-style-type: none"> ▪ <i>Reinventing Your Business Model (HBP)</i>
<i>Prepare Case 5:</i>	<ul style="list-style-type: none"> ▪ <i>Tencent Business Model</i>

Session 7 – Oct.13
e-Business Models

<i>Learn about:</i>	<ul style="list-style-type: none"> • <i>Components of a business model</i> • <i>How to come up with compelling value propositions</i> • <i>How to plan for failure</i>
<i>Read:</i>	<ul style="list-style-type: none"> ▪ <i>Business Model Analysis for Entrepreneurs (HBP)</i>
<i>Prepare Case 6:</i>	<ul style="list-style-type: none"> ▪ <i>AdM@rt: If You Build It Will They Come?</i>

Session 8 – Oct.27
e-Business Process Management

<i>Learn about:</i>	<ul style="list-style-type: none"> • <i>Key drivers behind ERP adoption</i> • <i>ERP as the backbone of a firm's information capability</i> • <i>Role of ERP in improving operational efficiency</i> • <i>Factors associated with the ERP implementation and associated change management process</i> • <i>Key success factors for ERP implementation</i>
<i>Read:</i>	<ul style="list-style-type: none"> ▪ <i>Chapters 6</i>
<i>Prepare Case 7:</i>	<ul style="list-style-type: none"> ▪ <i>Keda's SAP Implementation (HBP)</i>

Session 9 – Nov. 3
e-Business Process Management

<i>Learn about:</i>	<ul style="list-style-type: none"> ▪ <i>What customer relationship matters</i> ▪ <i>The role of technology in CRM</i> ▪ <i>The emerging role of data analytics</i>
<i>Read:</i>	<ul style="list-style-type: none"> ▪ <i>Chapters 7</i>
<i>Prepare Case 8:</i>	<ul style="list-style-type: none"> ▪ <i>The Hong Kong Jockey Club: Transforming Customer Experience Through Information Technology</i>

Session 10 – Nov. 10
e-Business Process Management

<i>Learn about:</i>	<ul style="list-style-type: none"> ▪ <i>Traditional supply chains mechanisms</i> ▪ <i>Key differences between traditional, integrated and collaborative supply chains</i> ▪ <i>SCM integration challenges</i> ▪ <i>Role of SCM metrics in measuring performance</i>
<i>Read:</i>	<ul style="list-style-type: none"> ▪ <i>Chapter 8</i>
<i>Prepare Case 9:</i>	<ul style="list-style-type: none"> ▪ <i>Constructing an e-Supply Chain at Eastman Chemical Company</i>

Session 11 – Nov. 17
Global e-Business

<i>Learn about:</i>	<ul style="list-style-type: none"> ▪ <i>The major issues surrounding the development of a legal framework for e-business</i> ▪ <i>The concept of jurisdiction</i> ▪ <i>Threats to intellectual property rights and ways in which businesses can protect their IPR</i> ▪ <i>Digital certificate laws pertaining to electronic transactions</i>
<i>Read:</i>	<ul style="list-style-type: none"> ▪ <i>Chapters 9 and 10</i>
<i>Prepare Case 10:</i>	<ul style="list-style-type: none"> ▪ <i>Daksh and IBM: Business Process Outsourcing in India: Part 1</i>

Session 12 – Nov. 24
Project Presentations & Review

*The University of Hong Kong
BBA PROGRAM
Creativity and Business Innovation*

Social Contract

Please fill in both parts, keep the top part, and return the bottom part before entering the class.

I promise that during this course, I will:

- 1. Always be engaged during all classes.*
- 2. Show utmost collegial and ethical behaviour throughout the course.*
- 3. Not use any electronic device during classes.*

I understand that failing to comply with this contract may adversely affect my grade in the course.

Name: _____

Signature: _____

Date: _____

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