FACULTY OF BUSINESS AND ECONOMICS

BUS800

E-COMMERCE STRATEGY

Convenor and Lecturer:
Mr. John Edwards

UNIT OUTLINE

2009

Semester One

TABLE OF CONTENTS

1.0 INTRODUCTION

BUS800 E-Commerce Strategy is a postgraduate business management course offered during Semester 2009 at Macquarie University: both on-campus and online.

The purpose of teaching Electronic Commerce Strategy is for students to acquire the skills necessary to develop and implement strategies for e-commerce opportunities in the organisations in which they work.

BUS800 E-Commerce Strategy is a 4 point credit subject, included in the Master of International Business; MCom Business, and MCom Marketing Degree Programs.

MKGT804 E-Business Marketing is another course available for students who may wish to focus solely on the marketing areas of E-Business.

Please note that this is not a technical computing-based course. This unit is not meant to train students to be expert in designing and building web sites but rather get a managerial understanding of e-commerce.

Why study *E-Commerce Strategy*?

E-commerce is revolutionizing the economic, social, political and legal dimensions of all business environments within which companies and managers now operate. This course aims to provide comprehensive framework for understanding these business changes.

Electronic Commerce offers real and abundant opportunities for small, medium and large companies throughout the world, and especially in Australia. These firms use electronic technologies to sell products and services; to stay connected with customers, salespeople, and suppliers; to reduce costs; to speed up business processes; to create more efficient supply chains; to expand their business efficiently; and for many more reasons to numerous to list here.

Although thousands of companies worldwide are already using e-commerce business solutions and getting positive results, it rarely happens easily and never without some degree of planning. That is when strategy counts!

When undertaking a new method or way of doing things, it is always wise to define your strategy first. Each business needs a strategy to determine its intentions within the marketplace.

This course helps you learn to do that. It doesn't matter whether your background is technical or managerial, this course will help you prepare to be an active participant in leading the organisation in which you work into the digital future.

2.0   OBJECTIVES

Through a combination of lectures, case study presentations, group discussions, and laboratory sessions, this course provides participants with:

1. Conceptual frameworks for understanding e-commerce as a social & business phenomenon
2. An analytical and strategic approach to the analysis of e-commerce business problems
3. Oral & written communication, interpersonal, project management, research and decision-making skills

3.0   COURSE OVERVIEW

This course is designed for students who are about to graduate into the marketplace, where e-commerce is conducted. It enables students to see why and how electronic (internet based) technologies can be used to achieve organisational goals and objectives, and to improve their competitive advantage. The course also analyses the current trend by many organizations to use Web Sites as part of a rich multi-channel delivery strategy to provide choice and value to their customers.

<u>The topics covered in the course include (but are not limited to):</u>

Key E-Commerce Business Models
- B2C: Retailing on the Web
- B2B e-marketplaces and Supply chain management
- C2C and P2P models

Mobile Commerce

Key E-Commerce Support Areas
- E-Auctions
- Electronic payments systems
- Online security
- Order Fulfillment
- CRM

E-Commerce Strategy and Implementation

4. LEARNING OUTCOMES

On successful completion of E-Commerce Strategy , students should be able to:

1. Understand the concepts and approaches applied to e-commerce within organisations and Computer-Mediated Environments (CME's)
2. Understand contemporary and emerging skills and capabilities required for E-Commerce in the digital age.
3. Understand the infrastructures that contributes to current and emerging E-Commerce frameworks, models and philosophy.
4. Gain an introduction to new e-commerce philosophies and practice based on Web 2.0, Mobile Commerce.
5. Gain an introduction to methodologies to explore and develop insights and strategic conversation on new and emerging e-commerce technologies, products and services.

The Macquarie University experience is designed to lead students to a career in the city and a place in the world. It encourages life-long learning and links teaching to cutting-edge research.

Macquarie University seeks to develop generic skills for students, building flexible outcomes for life and for the workplace over a life's career. These skills include:
- foundation skills of literacy, numeracy and information technology;
- self-awareness and interpersonal skills, such as the capacity for self-management, collaboration and leadership;
- communication skills for effective presentation and cultural understanding;
- critical analysis skills to evaluate, synthesise and judge;
- problem-solving skills to apply and adapt knowledge to the real world; and
- creative thinking skills to imagine, invent and discover.

5. CONVENOR, LECTURER AND CLASS DETAILS

Convenor and Lecturer:

Mr. John Edwards

Location: E12C 291
Email: john.edwards@mgsm.edu.au
Telephone: +61 2 9850 9944
Fax: +61 2 9850 6159
Mobile: +61 417 066 068
Facebook Profile : Macquarie University Network

Class Details

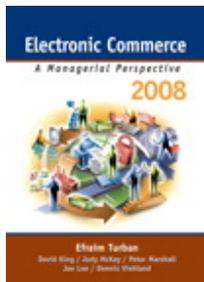| Class Code	Day	Location	Time
BUS800	Friday	E5A 131	Start: 1300 Finish: 1600

Class Structure:

Classes are 3 hour lectures and seminars over 13 teaching weeks.
The timetable for classes can be found on the Faculty of Business and Economics website at:
http://www.gacc.mq.edu.au/ss/ttable

6.0   TEXT AND READINGS

E. Turban, D. King, J. McKay, P. Marshall, J. Lee, D. Viehland; _Electronic Commerce **2008**: A Managerial Perspective_: Prentice-Hall.

Turban et al. **(2008)** is the main textbook for this course and is available in the Macquarie University Co-op Bookshop. Note that earlier editions of Turban et al, have different content and won't be acceptable for this course.

The textbook covers all the essential topics in e-commerce (e.g., business models, formulating e-commerce strategy, how e-commerce delivers value to the business) and several important related topics as well (e.g. Web 2.0, Mobile Computing).

However, lecture and case study materials have been compiled from numerous sources, and attendance at lectures is ESSENTIAL! Students will be expected to keep up to date with current news about e-commerce issues. For example, _The Australian_ and _Sydney Morning Herald_ have a special IT section, every week.

All teaching resources (e.g. lecture notes, case studies, assignment submissions) are all available through Blackboard CE6 / BUS800.

Supplementary Readings

Students are strongly encouraged to read widely in the area and to particularly use the World-Wide Web as a powerful source for research in this subject. Students should be aware that apart from the conventional business, IT and marketing journals, there are many online journals and websites covering the latest developments in electronic marketing and electronic commerce.

Most supplemental readings and background materials will be published on-line, as noted in the course schedule. If there is a need for printed supplemental readings they will be placed on e-reserve in the Library.

A list of e-commerce Industry news websites and resources can be found on Blackboard CE6 / BUS800.

7.0   LEARNING APPROACH AND FORMAT

<u>The course involves</u>:

➢ Reading the learning materials (both lecture material and the textbook)

➢ Class discussions with the Lecturer and other students

- o Student discussion and participation, is encouraged and emphasized in all classes and on Blackboard CE6 / BUS800 / Discussion Board

➢ Assessment Items:

- o Group Project

- o Presentation and discussion, of a selected case study

- o Completing and passing a Final Exam

For this course you should allocate time for:

➢ Step 1 - reading the textbook and materials as specified in the Course Schedule

➢ Step 2 - engaging with the learning materials

➢ Step 3 – working on your case study/discussions questions, when it is scheduled

➢ Step 4 – working on your *E-Commerce Strategy* group project

➢ Step 5 - studying for your Final Exam

8. STUDENT WORKLOAD

In order to optimize the value of your learning, it is strongly advised to prepare before each session, enthusiastically participate in each session, and then reflect on each session. The amount of time spent out of class will vary for each individual, depending on competencies and proficiency in any area. An approximation is between 80-120 hours per unit, which is an average of 8-12 hours per session. Effective learning requires interaction between you, your instructor, and your peers. The better prepared you are before each session the greater the learning value from more focused questions and discussions. In addition, reflecting on what you have learned is an important process for you to confidently apply your newly learned skills. Therefore, in order to gain the most learning value from the synergistic relationship between your support materials and your specific unit material it is highly recommended you follow these steps for each Session:

Before each Class

1. Read the Support Materials "Overview" and "Checklist".
2. Read the Support Materials "Reflection" and engage in the "Activities".
3. Read the Support Materials notes and answer any given questions or problems.
4. Pre-read your Instructor's Lecture notes for more detailed comprehension.
5. Follow any other learning leads from your Instructor and Blackboard CE6.

During each Class

1. Enthusiastically participate in the "Activities" guided by your Instructor.
2. Contribute to each session with focused questions and discussions.
3. Attempt any questions and problems shown in your class.
4. Identify clearly what you know you know and what you know you don't know.
5. Ask your Instructor about any questions or problems from this or any class.

After each Class

1. Attempt any questions and problems advised by your Instructor.
2. Reflect **IN** action (while doing these questions and problems).
3. Review the worked solutions to questions and problems.
4. Reflect **ON** action (after you have done these questions and problems).
5. Identify clearly what you know you know and what you know you don't know

9. E-LEARNING APPLICATIONS

a. Blackboard CE6

- Blackboard CE6 is the main e-learning platform for communication to students undertaking *BUS800 E-Commerce Strategy*. You access Blackboard CE6 via the Macquarie University website. You need to log in using your student ID and password.

- Communication with students and the lecturer is primarily conducted "face-to-face", and through Blackboard CE6. This includes:

    - Posting messages, both public and private (MAIL)

    - Posting comments/discussion items (DISCUSSION ROOMS)

    - Accessing and printing lecture material (PRINTING OFF LECTURE NOTES AND READING MATERIALS)

    - Submitting Case studies and Assignments (ASSIGNMENTS)

    - Conducting the Final Exam (QUIZ)

    - Accessing Grades and Marks (MY GRADE)

b. iLectures

- i-Lectures are recordings of "face-to-face" Lectures. You can access these from within Blackboard CE6 / BUS800.

- Every topic will be recorded, so that you can listen to them at a later time, and even download them on your MP3 player or iPod.

c. Adobe Connect

Adobe Connect is a "Live" communication tool that allows students and conveners to communicate via the web using voice and text and also share files and desktops. You will be able to access Adobe Connect from Blackboard CE6 / BUS800 and you will be automatically enrolled in the application.

Adobe Connect will be used during the semester. The day and time will be advised in Week One.

10.   COURSE SCHEDULE

Week No./ Date	LECTURE TOPIC	CASE STUDIES	READINGS
Week 1 27 Feb	Introduction to E-Commerce and E-Marketplaces	Allocation of case studies	Turban Ch. 1 and 2
Week 2 6 March	**Internet Consumer Retailing** • Retailing in E-Commerce: Products and Services	YouTube p129 Wal-Mart Powers Online p149 (Q1, 2, 4,5,7)	Turban Ch. 3
Week 3 13 March	**Internet Consumer Retailing** • Consumer Behaviour, Market Research and Advertising	Proctor and Gamble p172 1-800-FLOWERS.COM p211	Turban Ch. 4
Week 4 20 March	**B2B E-Commerce – Part One** • B2B Private E-Marketplaces • B2B Public Exchanges	Eastman Chemical p257 IMarketKorea (IMK) p298	Turban Ch. 5 Turban Ch. 6
Week 5 27 March	**B2B E-Commerce – Part Two** • E-Supply Chains, Collaborative Commerce, Intrabusiness EC, and Corporate Portals	Nike p315 Zara: Fast fashion p332	Turban Ch. 7
Week 6 3 April	**Mobile Commerce and Pervasive Computing**	Wi-Fi Sensor p460 7-11 p466	Turban Ch 9
Week 7 10 April	**Dynamic Trading: E-Auctions**	Wine Auctions p495 Ocean Connect p505	Turban Ch. 10
	17 and 24 April = NO CLASSES		
Week 8 1 May	**E-Commerce Security**	Who is using your PC? P525 The Eyes have it p529	Turban Ch. 11
Week 9 8 May	**Electronic Payment Systems**	CompUSA p555 TaiwanMoney Card p560	Turban Ch. 12
Week 10 15 May	**Order Fulfillment, e-CRM, and other support services**	Peacocks of Wales p598 How companies use e-CRM? P609	Turban Ch. 13
Week 11 22 May	**Launching online business and e-Commerce projects**		Turban Ch. 16
Week 12 29 May	**Course Review**		
Week 13 5 June	**FINAL EXAM:** **1.00PM-4.00PM** **Location: E4B 214**		

11. COURSE SCHEDULE OF ALL ACTIVITIES

		Week 1	**Course overview**
			Introduction to e-commerce and e-Marketplaces
Step 1	Do the reading		• Turban Ch. 1 and Ch. 2
Step 2	Study the learning material		Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Select a case study		Students will need to group into a pair and then select a case study to work on.
		Week 2	**Retailing in E-Commerce: Products and Services**
Step 1	Do the reading		• Turban Ch. 3
Step 2	Study the learning material		Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case study for class discussion.		Case Study Presentation and Discussion: • YouTube p129 • Wal-Mart Powers Online p149 (Q1, 2,4,5,7)
		Week 3	**Consumer Behaviour, Market Research and Advertising**
Step 1	Do the reading		• Turban Ch. 4
Step 2	Study the learning material		Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case studies for class discussion.		Case Study Presentation and Discussion: • Proctor and Gamble p172 • 1-800-FLOWERS.COM p211
		Week 4	**B2B eMarketplaces: Private and Public E-Markets**
Step 1	Do the reading		• Turban Ch 5 and Ch 6

Step 2	Study the learning material	Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case studies for class discussion.	Case Study Presentation and Discussion: • Eastman Chemical p257 • IMarketKorea (IMK) p298
	Week 5	**B2B models: Supply Chains, Collaborative Commerce, Intrabusiness**
Step 1	Do the reading	• Turban Ch. 7
Step 2	Study the learning material	Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case studies for class discussion.	Case Study Presentation and Discussion: • Nike p315 • Zara: Fast fashion p332
	Week 6	**Mobile Commerce and Pervasive Computing**
Step 1	Do the reading	• Turban Ch. 9
Step 2	Study the learning material	Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case studies for class discussion.	Case Study Presentation and Discussion: • 7-11 p466 • Wi-Fi Sensor p460
	Week 7	**Dynamic Trading and E-Auctions**
Step 1	Do the reading	• Turban Ch. 10
Step 2	Study the learning material	Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case studies for class discussion.	Case Study Presentation and Discussion: • Wine Auctions p495 • Ocean Connect p505

	Week 8	**E-Commerce Security**
Step 1	Do the reading	• Turban Ch. 11
Step 2	Study the learning material	Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case studies for class discussion.	Case Study Presentation and Discussion: • Who is using your PC? P525 • The Eyes Have it p529
	Week 9	**Electronic Payment Systems**
Step 1	Do the reading	• Turban Ch. 12
Step 2	Study the learning material	Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case studies for class discussion.	Case Study Presentation and Discussion: • CompUSA p555 • Taiwan Money Card p560
	Week 10	**Order Fulfillment and eCRM and other support services**
Step 1	Do the reading	• Turban Ch. 13
Step 2	Study the learning material	Work through the learning material and iLectures posted on Blackboard CE6
Step 3	Read and answer the case studies for class discussion.	Case Study Presentation and Discussion: • Peacocks of Wales p598 • How companies use e-CRM p609
	Week 11	**Launching online businesses and e-commerce projects**
Step 1	Do the reading	• Turban Ch. 16
Step 2	Study the learning material	Guest Speaker

	Week 12	**Course Review**
Step 1	Study the learning materials	Work through the learning materials in preparation for the Final Exam
	Week 13	**FINAL EXAM** Friday 5 June 2009 Start: 1:00 PM Finish: 4.00 PM Venue: E4B 214

12.0 ASSESSMENT ITEMS

The assessment system has been designed to help students learn and apply the concepts introduced during the course.

The purpose of the assessment is to assess
• the extent to which you *understand* the concepts, ideas and theories introduced;
• your ability to *apply* these concepts to your own experience; and
• your ability to *develop* and *support* an argument and recommendations

BUS800 E-Commerce Strategy is assessed by a Case Study Presentation and report, an E-Commerce Strategy Project and a Final Examination.

Item	Title	Due By	Marks
1.	Case Study Presentation and Report	As per Schedule organised in Week 1	20%
2.	Group Project	Friday 22 May at 1PM	30%
3.	Final Exam	Friday 5 June at 1PM	50%

Achievement of an overall mark of 50% is required to pass the unit.

Students need to pass the Final Exam to pass this unit.

a. CASE STUDY PRESENTATION, DISCUSSION AND REPORT

Each week, as noted in the course schedule, we will have presentations of the Case Studies and their discussion questions (as found in the text by Turban et al).

Students will form into Groups of two and,
   a. Present to the class and lead the discussion on a selected case study (10%)
      You will need to provide a Presentation handout to the Lecturer and the class

   b. On the selected case study, provide a four page written report, answering
      the case study questions, and submit to the Lecturer (10%)

The main Case Study selection and Pair Groups for presentations will be allocated during the first Class in Week 1. Students arriving in Week 2 will be allocated a case study by the Lecturer.
As a guide, time allocated for each Presentation (including conducting a Question and Answer session) should be about 20 minutes.

The four (4) case study reports must be handed in during the class that the case study is scheduled to be discussed. Late submissions will *not* be accepted or awarded a mark.

   Getting Started:
   1. Choose a Partner to work with for the presentation
   2. Case studies will be allocated in Week One
   3. The Lecturer will confirm the case study via Blackboard CE6 / BUS800 / MAIL

This assessment item is worth 20%.

b. GROUP PROJECT

Project Overview

The purpose of the strategy plan project is to give students an opportunity to explore how some of the concepts introduced in Electronic Commerce can be applied in practice. Specifically, students assume the role of a business strategist who has been hired by a new or existing business to write a strategy plan for an e-commerce initiative that the organisation is considering.

As used in this assignment, a strategy plan is an abbreviated business plan, a document that includes sections such as mission statement and goals, business model, competitor analysis, market strategy and risk assessment. Not included in the strategy plan, but usually in a business plan, are sections such as management team, production plans and financial statements.

Target Firms

Two fictitious (not real) projects and companies has been created for this assignment and any resemblance to existing firms is coincidental. You need to choose **one** project. The general intent of the project must be within the core competencies of the organisation. However, the owners of the companies are open to suggestions from you about the direction the initiative should take. For example: Should the initiative have a broad focus? Or should the site have a specialty and fill a niche market? How should the initiative be branded? All decisions and proposals you make must be justified and/or adequately explained.

Project No.1

Aussie Mobile aims to be the Web's premier mobile portal for Australian mobile phone users. This Web site intends to offer a place on the Web where mobile phone owners can find content and services to enhance their use, enjoyment and ownership of their mobile phones. (Officially, a mobile portal is "a customer access and interaction channel, optimised for mobility, that aggregates and provides content to and services for mobile users" - *Electronic Commerce 2008: A Managerial Perspective* by Turban et al, p. 437). The General Manager of Aussie Mobile, Ms Claudia Lee, has high aspirations, describing the site in phrases such as "a dynamic online resource for all things mobile" and "the number one mobile portal for all 02X's". The biggest challenge facing this company is how to offer something that isn't available at other portals, and which will appeal to mobile phone users. Part of your responsibility is to determine the services that can be offered at the Aussie Mobile site to enable it to succeed in this venture.

Project No.2

Aussie Catering specialises in high-end corporate business functions -- corporate appreciation dinners, client entertaining, business conference lunches, wine tastings, etc. The main emphasis of the current Web site is to provide information about the company (e.g., ownership, set menus, customer testimonials, contact information). However Aussie catering want to make the site more interactive, for example, to allow potential clients to create their own menus. Aussie Catering is also interested in offering entertainment options to accompany the food they serve -- a dance band, a classical music quartet, an Aboriginal cultural group, etc. The biggest challenge facing Aussie Caterers is how to turn an average, boring site into one with interactivity, personalisation, and offers e-commerce functionality. This is now your challenge too.

<u>Recommended Project Structure:</u>

Executive summary: A one-page summary (Key Findings) of the plan.
The executive summary should leave the reader feeling informed about what is inside and encouraged to read on.

Introduction and Background

Business description: The business description, sometimes called the business concept, is the most important part of your strategy plan because it sells your idea to your client.

Analysis:
- Industry, Competitor and Market Analysis

Research:
- Key Secondary Research (Main Findings)

Strategy (Plan):
- This includes the mission statement, strategy objectives, a brief description of products and services and/or critical success factors required to make this business a success.
- Business (online) model: current and in the future
- Key E-commerce Areas:

    o *Security,*

    o *Payment systems,*

    o *Order fulfilment,*

    o *e-CRM (Customer Service and Support)*

Recommendations:
- You should make explicit recommendations about what the owners should do next, based on the analysis and strategy presented in the plan.

Conclusion

<u>Project Requirements</u>

Font Style: Your choice
Font Size: 10-point font

Timing and Handing in of Projects:
The project is in Week 11 Friday 22 May 2009 1PM.

Late assignments will be assessed two late marks for each 24-hour period the assignment is submitted after the due date.
No. of pages: 15 pages (max.) plus the Appendix.
In format, presentation and content, the plan should look like a professional plan.
The usual rules about plagiarism and group work apply to this assignment. Briefly, you may not copy from other students and if you include material from other work it is absolutely imperative that you give due acknowledgment. The penalty for plagiarism is loss of partial or all marks on this assignment for all students involved.

This assessment item is worth 30%.

c.   FINAL EXAMINATION

The Final Exam will be held at Macquarie University.
It is a 3 hour closed book (online) exam, held in Week 13:

Date: Friday 5 June 2009 from 1:00pm to 4:00pm.

Location: E4B 214.

Further details of the Final Exam will be communicated to students in Week 10.

YOU MUST PASS THE EXAM TO PASS THE COURSE.

13. UNIVERSITY POLICY ON GRADING

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

Grade Definitions

HD	High Distinction 85-100%	*Denotes performance which meets all unit objectives in such an exceptional way and with such marked excellence that it deserves the highest level of recognition.*
D	Distinction 75-84%	*Denotes performance which clearly deserves a very high level of recognition as an excellent achievement in the unit.*
Cr	Credit 65-74%	*Denotes performance which is substantially better than would normally be expected of competent students in the unit.*
P	Pass 50-64%	*Denotes performance which satisfies unit objectives.*
PC	Pass Conceded 45-49%	*Denotes performance which meets unit objectives only marginally.*
F	Fail 0-44%	*Denotes that a candidate has failed to complete a unit Satisfactorily*
FA	Fail Absent 0-44%	*Denotes that a candidate has failed to complete a unit satisfactorily and was absent from a compulsory final examination*
W	Withdrawn	*No grade as student withdrew with permission prior to final Examination*
I	Incomplete	Incomplete *Grade yet to be determined as all assessment tasks have not yet been completed*
IS	Incomplete Supplementary	*Supplementary examination approved and yet to be Completed.*

14. REFERENCING GUIDELINES

All physical books, articles and papers in all assignments, projects, handouts and exams must be referenced conforming to *Journal of Marketing* reference standards (see below).

Book Reference:

<<Body of Assignment>>

"Digital technology has changed the economy The primary source if value creation for consumers has shifted from physical goods to service and information." (Rayport & Jaworski, 2004, 3)

<<References Section>>

Rayport, Jeffrey F., Bernard J. Jaworski (2004), *Introduction To E-Commerce: Second Edition,* McGraw-Hill/Irwin MarketspaceU, Boston Ma.

Journal/Article Reference:

<<Body of Assignment>>

"Jeff Bezos has been hailed as a visionary and put down as a goofball. He's proved critics wrong by forging a winning management strategy built on brains, guts, and above all, numbers." (Vogelstein, 2003, 21)

<<References Section (at end of paper)>>

Vogelstein, Fred (2003), "Mighty Amazon", *Fortune,* Vol 147, No 10 (May 26), 20-28

Website/Online Referencing:

Use the electronic source referencing standard as outlined for *Journal of Marketing* citation standards:

<<Body of Assignment>>

(Intuit, 2003)

<<References Section (at end of paper)>>

Intuit, Corporation (2003), "Intuit Developer Network", http://www.developer.intuit.com/ , Accessed: 26 November

15. UNIVERSITY POLICY ON PLAGIARISM

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Postgraduate Studies* or on the web at: www.student.mq.edu.au/plagiarism

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

16. STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can accessed at www.student.mq.edu.au

17. CODE OF CONDUCT

Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer.

Students are expected to be quiet during lectures unless, of course, class participation is required.

Mobile phones should be turned off during classes; not simply set to "silent".