MACQUARIE UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

BUS800
E-Commerce Strategy

Semester One, 2010

Department of Business

Year and Semester: 2010, One

Unit Moderator: Deborah Howlett

Unit Convenor: Dr. Hugh Pattinson

[Prerequisites / Corequisites:] None

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

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 E-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 to gain 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.

E-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 too 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.

TEACHING STAFF

- **Moderator:**

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- **Convenor:**

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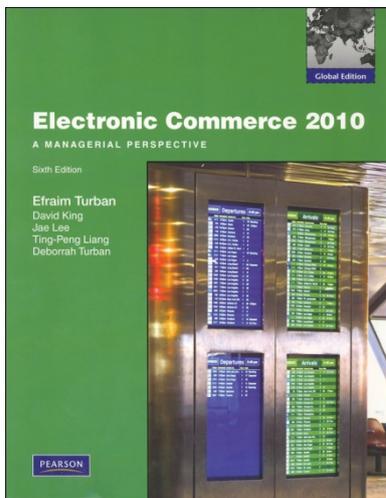## CLASSES

- The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/

Class Code	Day	Location	Time
BUS800	Wednesday	E5A 116	Start: 6PM Finish: 9PM

- Class Structure: 12 x 3 hour classes, mainly 1 x 1 ½ hour lecture and 1 ½ hours for Case Study Seminar

- **Prescribed Text**

E. Turban, D. King, J. McKay, P. Marshall, J. Lee, T. P. Liang, D. Turban; _Electronic Commerce 2010: A Managerial Perspective_, 6th Edition (Global Edition) Pearson,

Turban et al. (2010) 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, _Electronic Commerce_ have different content and should not be used for this unit.

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, Social Media, Mobile Computing).

- **Recommended texts, articles, publications, etc**,

In additional to the textbook, 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 hyperlinked 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.

- The web page for this unit can be found at:
  http://learn.mq.edu.au/webct/cobaltMainFrame.dowebct

o The learning objectives of this unit are:

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

o The learning outcomes of this unit are that 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 contribute 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, Social Media, and 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.

How this unit is taught:
o Reading the learning materials (both lecture material and the textbook)
o 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
o Assessment Items:
  o Group Project
  o Presentation and discussion, of a selected case study
  o Completing and passing a Final Exam

BLACKBOARD:
- Blackboard is the main e-learning platform for communication to students undertaking *BUS800 E-Commerce Strategy*. You access Blackboard 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. This includes:
  o Posting messages, both public and private (MAIL)
  o Posting comments/discussion items (DISCUSSION ROOMS)
  o Accessing and printing lecture material (PRINTING OFF LECTURE NOTES AND READING MATERIALS)
  o Submitting Case studies and Assignments (ASSIGNMENTS)
  o Conducting the Final Exam (QUIZ)
  o Accessing Grades and Marks (MY GRADE)
- Turnitin will be used by students for selected assessments to assist with identification and minimisation of plagiarism and copying
- The Convenor may at their discretion use i-Lectures for selected Lectures which may be placed up in Blackboard.

For this unit you should allocate time for:
- reading the textbook and materials as specified in the Course Schedule
- engaging with the learning materials
- working on your case study/discussion questions, when it is scheduled
- working on your *E-Commerce Strategy* group project
- studying for your Final Exam

List of Topics Covered in *E-Commerce Strategy*:

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

- C2C and P2P models
- Key E-Commerce Support Areas
  - E-Auctions
  - Electronic payments systems
  - Online security
  - Order Fulfilment
  - CRM
- Mobile Commerce
- Social Media and Web 2.0 Applications
- E-Commerce Strategy and Implementation

BUS800 E-Commerce Strategy Schedule – Semester One, 2010

WEEK NO. /DATE	LECTURE TOPIC	CASE STUDIES	READINGS
Week 1 24 Feb	**Introduction to E-Commerce and E-Marketplaces**	Allocation of case studies	Turban Ch. 1 and 2
Week 2 3 Mar	**Internet Consumer Retailing - 1** • Retailing in E-Commerce: Products and Services	• Amazon p141 • WAYN p154	Turban Ch. 3
Week 3 10 Mar	**Internet Consumer Retailing - 2** • Consumer Behaviour, Market Research and Advertising **Building E-Commerce Applications and Infrastructure (Project Preparation)**	• Netflix p185 • Toyota Scion p232 Online Chapter and Cases	Turban Ch. 4 Turban Ch.18
Week 4 17 Mar	**B2B E-Commerce** • B2B Private E-Marketplaces • E-Supply Chains, Collaborative Commerce, Intrabusiness EC, and Corporate Portals	• Alibaba.com p266 • Boeing 787 Dreamliner p286 • Wal-Mart p332 **1800 Group Project Proposal Due**	Turban Ch. 5 Turban Ch. 6
Week 5 24 Mar	**Innovative E-Commerce Systems: From E-Government and E-Learning to C2C E-Commerce**	• Cisco Systems p349 • Singapore E-Government p377	Turban Ch. 7
Week 6 31 Mar	**Mobile Commerce and Pervasive Computing**	• Mobile Microfinance p393 • W-Fi Sensor p415	Turban Ch 8
	7 and 14 April = NO CLASSES		
Week 7 21 Apr	**The Web 2.0 Environment and Social Networks**	• YouTube p447 • LinkedIn p465	Turban Ch 9
Week 8 28 Apr	**E-Commerce Security**	• UBS p518 **1800 Group Project Progress Summary Due**	Turban Ch. 10
Week 9 5 May	**Electronic Payment Systems**	• iTunes p523	Turban Ch. 11
Week 10 12 May	**Order Fulfillment, e-CRM, and other support services**	• Schurman Fine Paper p559 • Daisy Brand p565 • MultiBras Brazil p582	Turban Ch. 12
Week 11 19 May	**Launching online business and e-Commerce projects**	• Anglesea Online p687 • Akamai Technologies p688 **1800 Group Project Reports Due**	Turban Ch. 15

Week 12 26 May	**Emerging E-Commerce Technologies and Issues** **Course Review**	• Apps Economy • Cloud Computing • Business Services and Service-Oriented Architecture (SOA)	
Week 13 2 Jun	**FINAL EXAM**		

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 (Pair-Group)	As per Schedule organised in Week 1; • Presentation Files by Midday of Day Scheduled • Report 1800 on night of Scheduled Class	20%
2.	Group Project (Group)	Week 11 Class (1800 Wednesday 19 May 2010)	30%
3.	Final Exam	Week 13 Class (1800 Wednesday 2 June 2010)	50%

Successful completion of the Unit is conditional on a satisfactory assessment in the Final Exam.

CASE STUDY PRESENTATION, DISCUSSION AND REPORT

Pair-Group (20%)
Addresses Learning Objectives 1, 2, 3

Students will. in Pair-Groups, lead discussion on contemporary and dynamic case studies drawn mainly from *E-Commerce 2010* to gain insights into key E-Commerce strategy challenges, development and implementation issues.

There are two components to delivering selected Case Studies:
1. Moderating a Presentation Session in Class on the Case Study (10%)

- Time allocated for each Presentation (including conducting a Question and Answer session) should be about 20 minutes
- PowerPoint Presentation File is preferred and must be submitted only via Blackboard no later than Midday on the Day of the Class Where the Case Study is Scheduled for Presentation.

2. **Submitting a 4-page Report answering Case Study questions (10%)**
   - Report should be in an MS-Word file (not PDF) and submitted only via BlackBoard no later than 1800 at the start of the Class Where the Case Study is Scheduled For Presentation.

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.

Preparation:

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
4. All Pair-Groups should have their presentation files on a USB Stick backed up in case of emergency, but are not permitted to use USB sticks or change files during the Class where their presentations are scheduled. Wherever possible, the Instructor will have all the presentations downloaded from submissions via BlackBoard and these files will be used for the Presentations

GROUP PROJECT

Group (30%)
Addresses Learning Objectives 1, 2, 3

Project Overview

The purpose of the strategy plan project is to give students an opportunity to explore how some of the concepts introduced in E-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.

Student Groups will select a company or organization and develop a strategic plan that focuses on developing competitive advantage through creation or implementation or enhancement of "E-Commerce".

Examples of "E-Commerce" applied to strategy include some or a combination of:

- Online Retailing
- B2B Private E-Marketplaces
- E-Supply Chains
- Collaborative Commerce
- Intrabusiness E-Commerce,
- Corporate Portals
- E-CRM
- ERP
- Web Services, and Enterprise Integration (EAI)
- E-Commerce Security
- Customer Interface
- Mobile Commerce
- Mobile Apps
- Location-Based Applications
- Web 2.0 Applications
- Social Media
- Semantic Web Applications
- Cloud Computing
- Software As A Service (SaaS)
- Service-Oriented Archirecture
- Virtual and Augmented Reality

The Strategic Plan for this assignment must address at least THREE (3) E-Commerce examples from the list above.

Project Preparation and Submission

In Week 1, students will form into Groups of up to 4, and will start to work on their projects as soon as possible. Each Group must be finalised by Week 3 and the final Group Project List will be confirmed by your Instructor.

Each Group must select a company or organization that is real (not hypothetical) and if possible may be accessed as if the group is really the business strategist hired by a new or existing business to write the strategy plan for e-commerce initiatives. This assignment is not literature review or just a collection online material reviewing an existing large company's published E-Commerce proposals or accomplishments.

Domestic and International companies and organizations may be selected by Groups as long as some real link can be established by one or more group members with the selected target.

All Project Groups must select different companies – no duplicate projects will be allowed.

The Project Proposal

A project proposal of between 1-3 pages must be prepared, submitted electronically via the Blackboard Assignments Section only and reviewed with your Lecturer for suitability and feedback by 1800 Wednesday 17 March 2010 (Week 4).

Project Proposal Checklist:
- ✓ **Target Company or Organization**
- ✓ **Background with Brief Discussion on current "E-Commerce" within the Target Company or Organization**
- ✓ **At Least THREE (3) "E-Commerce" Examples to be Addressed in Your Strategic Plan**
- ✓ **Individual responsibilities (including a designated Project Coordinator)**

Project Wiki's

Groups are strongly encouraged to set up Wiki's to assist with faster and more effective Project Group Collaboration. There are several Wiki's suitable for student groups to work in, WetPaint is a Wiki that E-Business and Innovation student groups have successfully used to develop and deliver projects.

Group Project Progress Summary

Each Project Group Coordinator should submit via Blackboard no later than 1800 Wednesday 28 April 2010 (Week 8) a Group Project Progress Summary of between 1-3 pages highlighting project status, key issues and what remains to complete the Group Project Report.

Group Project Final Report

The Group Project Report must be submitted to Turnitin before formal submission through Blackboard. You should copy the first pages of the Turnitin Summary Report into either a WORD file or a Webpage file.

The Group Project Report must be submitted by one Member of your Project Group Only, as a WORD File, plus the Turnitin Summary File, only via Blackboard no later than 1800 Wednesday 19 May 2010 (Week 11)

Late assignments will be assessed two late marks for each 24-hour period the assignment is submitted after the due date.

Recommended Project Structure:

E-Commerce Strategy Group Project Report Checklist:
✓ **Title Page:** Including Student Name Id and Email
✓ **Table Of Contents**
✓ **Executive summary**: A one-page summary (Key Findings) of the plan.
✓ **Introduction and Background**
✓ **Business Concept**: This is the section that sells your "big idea" to your client.
✓ **Analysis:** • Industry, Competitor and Market Analysis
✓ **Research:** • Key Secondary Research (Main Findings)

✓ **Strategy (Plan):**
• Including
  o Objectives
  o Strategy
  o A brief description of products and services
  o Critical success factors required to make this business a success.
• Business (online) model: current and in the future
• The Strategic Plan Must Address At Least THREE (3) Key E-Commerce Areas Out Of:
  o Online Retailing
  o B2B Private E-Marketplaces
  o E-Supply Chains
  o Collaborative Commerce
  o Intrabusiness E-Commerce,
  o Corporate Portals
  o E-CRM
  o ERP
  o Web Services, and Enterprise Integration (EAI)
  o E-Commerce Security
  o Customer Interface
  o Mobile Commerce
  o Mobile Apps
  o Location-Based Applications
  o Web 2.0 Applications
  o Social Media
  o Semantic Web Applications
  o Cloud Computing
  o Software As A Service (SaaS)
  o Service-Oriented Archirecture
  o Virtual and Augmented Reality

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

✓ **References (Report Will Not Be Marked Without References)**
✓ **Appendices**
✓ **Formatting Requirements** • **In format, presentation and content, the plan should look like a professional plan.** • Maximum 15 pages, Appendices excluded from Page-Count • 12-point Font • At least 1.5 line spacing • *Harvard* Referencing Format • Checked for spelling, effective grammar and expression (heavy penalties apply where sections are unreadable due to poor grammar, expression and poor formatting)

FINAL EXAMINATION

Individual (50%)
Addresses Learning Objectives 1, 2, 3

The Final Exam will be held at Macquarie University, and will be a closed book (online) exam, held in Week 13. Actual Date, Location and Duration will be communicated to students in Week 10.

Successful completion of the Unit is conditional on a satisfactory assessment in the Final Exam.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.
http://www.timetables.mq.edu.au/exam

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at
http://www.reg.mq.edu.au/Forms/APSCon.pdf

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official examination period.

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 Undergraduate Studies* or on the web at: http://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.

STUDENT SUPPORT SERVICES

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