



MOS 3325B

The University of Western Ontario

Aubrey Dan Program in Management & Organizational Studies

Faculty of Social Science

Fall/Winter 2011-2012

Instructor Information

Instructor: Adam Caplan
Office: SSC 2252
eMail: acaplan3@uwo.ca
Office Hours: Tuesdays, 5.30PM-7.00PM

Course Information

Classroom: SSC 3026
Class Times: Tuesdays 7.00PM - 10.00PM
Office: SSC 2252
Course Prerequisite: Enrollment in 3rd or 4th year of BMOS.

Note: Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Course Description

eCommerce is a natural consequence of the marriage of retail best practices with established and emerging technologies. Traditional retail organizations of all sizes operate within a business ecology framework identified by 5 pillars: Acquisition, Experience, Conversion, Retention and Service. Using real-world examples, project-driven learning, and textual guides to best practice methodologies, students in MOS3325B will learn to develop workable, measurable strategic plans within the framework of the retail business ecology.



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Course Objectives

Upon successful completion of this course, students will:

- Understand the key strategic drivers behind each of the pillars of the retail business ecology;
- Be able to differentiate between objective, strategy and tactic to conceptualize, strategize and support a successful eCommerce operation;
- Develop technologically-minded strategies and innovations to support the fundamental objectives of eCommerce;
- Use real-world research, case studies, and best practice eCommerce retail methodologies to support strategies.

Course Materials

Each student will be required to create an account at Forrester Research, a leading technology research firm that provides strategic best practices and methodologies across a wide gamut of topics. An account is made available to all Western students as part of their enrollment.

A required course book is available for sale at the Bookstore.

Additional assignments and readings will be provided through the class website or in-class by the course instructor.

Supplementary and Additional Readings (other than specific readings assigned, these books are NOT required)

Although there is no good textbook on eCommerce, there are resources that describe good, solid fundamentals for creating and managing an e-commerce venture.

- Underhill, Paco, *Why We Buy: The Science of Shopping*. New York : Simon & Schuster, c1999
- Krug, Steve. *Don't Make Me Think: A Common Sense Approach to Web Usability*, Second Edition. Indiana: New Rides Publishing, 2005
- Negroponte, Nicholas. *Being Digital*. New York: Vintage Books, a division of Random House Inc, 1995
- Anderson, Chris. *The Long Tail*. Hyperion, 2006



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- Levine, Rick, et al. *The Cluetrain Manifesto*, 10th Anniversary Edition; Basic Books, a division of Persus Books, 2009.

Note: Please plan to spend some time every week ‘surfing’ and bringing observations of Websites to class.

Course Deliverables

Exams & Quizzes

There is a short (less than one-hour) mid-term quiz, and a longer (up to two hours) final exam.

Mid-term quiz: February 14, 2012

Final Exam: TBD

Research Project

There is a research project that will be completed as a group.

Research Project Due: February 7, 2012

Final Project:

Students will present a business case for a new e-Commerce shopping business and develop a strategy and action plan for each of the 5 pillars of the Retail Business Ecology. Using a series of worksheets and independent efforts, groups will research a marketplace and craft a business strategy for executing an on-line e-commerce operation.

Groups will present in-class using powerpoint or another such technology in a randomly determined order and each group will have 12 minutes to present (considering the following):

- :30 Intro + Elevator Pitch
- 1:00 Describe Audience + Personas
- 2:00 Acquisition Strategy
- 2:00 Experience Strategy
- 2:00 Conversion Strategy
- 2:00 Retention Strategy
- 2:00 Support Strategy
- :30 Summary

Note: *The business case MUST include purchasing actual items through the Website. These products must be able to be that be physically delivered to the customer!*

eCommerce Strategy Course Number MOS 3325B Revised: December 12, 2011

Course outline & schedule are subject to change at the discretion of the course instructor.



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Project Requirements

For both projects, in-class presentations are to last no longer than 12 minutes. Presentations will be cut short if they go over. Students are encouraged to arrive at class early for the presentation in order to ensure that Powerpoint presentations, Websites and other material are correctly formatted and that they will work.

In addition to the in-class presentation, a written report of no more than 10 pages per group is due at 7PM prior to the presentations on April 10, 2012.

An electronic version of the presentation materials (powerpoint, keynote, etc.) should be uploaded to WebCT or emailed to the instructor no later than 7PM on April 10, 2012. Please note that links to online powerpoint-style services such as Prezzi will not be accepted - the presentation must be self-contained and viewable 'off-line.' Additionally, all groups should arrive with a printout of the presentation for the instructor.

Store Market Category Due: February 7, 2012

Store Product Selection Due: February 14, 2012

Project Presentation Due Date: April 10, 2012

All students are required to be in-class at all times through the final presentation. Any student not present at the end of the class will receive a mark of '0' for the presentation if they do not respond when called.

Project Marking

The project presentations will be marked according to this rubric

- Strategic Thinking (40%)
- Use of RBE (20%)
- Use of Research Tools (20%)
- Business Model Creativity (10%)
- Presentation Quality & Preparedness (10%)



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Notes Regarding The Presentations

- All group members must participate in the presentation.
- It is students' responsibility to ensure that the PowerPoint is viewable on the classroom's projection system, and to provide for any special software, computers, or accessories – such as adaptors – that are required for the presentation to occur.
- A copy of all presentation material is due via WebCT or immediately prior to the presentation class commences. This material must be easily viewable by the instructor on a standard mac or PC, and must be packaged to be viewable 'offline.'
- An APA-formatted bibliography or works-cited page must accompany all presentations. Each citation must be directly referenced in the work, according to APA style rules.
- Students must remain in attendance through all presentations. Any departure before the end of class will result in a 0 grade being assigned for the individual's presentation.
- All presentations will be videoed for subsequent review by the instructor. These materials will not be made available to students or posted anywhere online.
- A requirement for all presentations is a 10-page (maximum) project report that mirrors and expands upon any items presented in-class (the 10-page limit is per-project, not per-student). This report must be submitted electronically via WebCT in a Microsoft Word format.

In-Class Attendance

Each week, attendance will be noted by a 0,0.5,1,2 or 3.

0 - The student was absent from class, or was disruptive in the class.

.5 - The student had an excused absence for the class.

1 - The student attended the class but participated only minimally.

2 - The student attended the class and participated.

3 - The student attended the class and showed exceptional engagement.

At the end of term, these numbers will be tallied and applied as a basis for calculating the attendance mark.



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Code of Behavior

1. Students are expected to engage and interact in a professional and academic environment.
2. Students are expected to attend all classes and to remain in attendance throughout the entire class. If a circumstance requires early departure, please show due consideration to the rest of the class. Repeated unexcused absences will adversely affect a student's participation mark.
3. Cell phones must be shut off. Students are more than welcome to check messages or make calls at one of the two breaks.
4. With the exception of the quiz, the final presentation, and the final exam, laptop computers and tablets are allowed, and there is wireless access in the classroom. Please limit use to relevant websites or materials. Please do NOT check e-mail or use IM during class. Violations will be addressed at the instructor's discretion.
5. During the mid-term quiz and the final exam, laptops and tablets are not permitted and must be kept out of sight. Laptop computers may be used to present during the final project, but must be put away before and after such use.
6. Any sources cited, whether verbatim or paraphrased must be referenced appropriately. Simply put, any fact, figure, or quote lacks credibility and effectiveness without context and shall be dismissed until citation is provided. Additionally, students may face disciplinary action if work is deemed plagiarized. Please see academic policies for more information.
7. Attendance is mandatory for each project presentation. If a student is absent for a presentation without due cause or prearrangement with the instructor, their grade for that presentation will be 0. Other team members' grades won't be directly adjusted.
8. If a student misses any class, it is the responsibility of the student to cover any materials missed. While lecture slides are posted at the discretion of the instructor, the in-class discussion may provide deeper insights.
9. Students who miss a class with an appropriate reason, and have notified the instructor ahead of time, will
10. Assignments are due on the indicated due date, either in class or electronically. If the report is late, the following punitive schedule shall apply:
 - a. 5% off report's mark for the 1st day late
 - b. 2% off report's mark for each subsequent day

Students are responsible for ensuring that the assignment was received.



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Grading

The following weights will be assigned for each course evaluation component:

Research Project (Group): 10%

Mid-term quiz: 10%

Final Project (Group): 20%

Final exam: 50%

Attendance: 10%

Class Schedule

Jan. 10, 2012	Week 1: Introduction to e-commerce strategy
Jan. 17, 2012	Week 2: The Science of Shopping
Jan. 24, 2012	Week 3: What Is Strategy <i>Final project groups are assigned</i>
Jan. 31, 2012	Week 4: The Research Report <i>Guest Lecturer</i> <i>Research Project assigned (Group work)</i>
Feb. 7, 2012	Week 5: The Retail Moment of Truth <i>Research Project Due</i> <i>Store Market Category Due</i>
Feb. 14, 2012	Week 6: Crafting the Experience
Feb. 21, 2012	Reading Week - No class held.
Feb. 28, 2012	Week 7: Strategic Fundamentals <i>In-Class Quiz</i> <i>Elevator Pitch Workshop</i>
Mar. 6, 2012	Week 8: Acquiring Customers II: New Media Acquisition
Mar. 13, 2012	Week 9: Acquiring Customers III: Emerging Media Strategy
Mar. 20, 2012	Week 10: Social Media & e-Commerce Strategy
Mar. 27, 2012	Week 11: Retention & Support - The Base of the RBE
Apr. 3, 2012	Week 12: Metrics + The Future of e-Commerce
Apr. 10, 2012	Final Presentations



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Schedule may change at the discretion of the instructor. Changes will be communicated in advance.

Additional Statements

Statement on Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_undergrad.pdf

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

Accessibility Statement

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may wish to contact Services for Students with Disabilities (SSD) at 661-2111 #82147 for any specific questions regarding an accommodation. More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>.



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General Information

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

PRESENTATION ATTENDANCE

1. If you are unable to be in-class for some or all of a required presentation, inform your instructor (preferably prior to the scheduled date of the presentation). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to accommodate your absence.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.



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2. Be prepared, if requested by the instructor, to provide supporting documentation (see below for information on acceptable forms or documentation). Submit your documentation to the Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Academic Counselling Office and your instructor with supporting documentation (see below for information on documentation).
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Academic Counselling Office for approval without delay.

Note: Make sure you know the date, time and location of the special examination. For more information see “Examinations - Common Situations” at <http://counselling.ssc.uwo.ca/procedures/examinations.asp>.

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean’s representative in the Academic Counselling Office.

SHORT ABSENCES

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.



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EXTENDED ABSENCES

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

- **Personal Illness:** If you consult Student Health Services regarding your illness or personal problem, you should request a Student Medical Certificate from the physician. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The off-campus medical certificate form must be used. <http://www.uwo.ca/univsec/handbook/appeals/medicalform.pdf>. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
- **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense (see below) and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.



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FAILED YEAR

Procedures for completing a Waiver of the Progression Requirements are at http://counselling.ssc.uwo.ca/procedures/ss_petition.pdf (DEADLINE IS JUNE 30). Click here for BMOS Waiver of Progression Requirements: http://counselling.ssc.uwo.ca/bmos_petition.pdf.

In your petition letter, you must address all of the following questions:

- What were the extenuating circumstances which contributed most significantly to your poor academic performance.) When did the problem(s) arise? Appropriate supporting documentation (eg. medical note from a doctor to document problems, or a letter from a family member or close personal friend to support compassionate grounds) must be submitted with the petition. If you need more information regarding the submission of appropriate documentation, please contact the Dean's Office.
- Answer the following questions:
 1. What attempts did you make at the time you were encountering problems that affected your academic performance to contact your instructors, Academic Counsellors, the staff in Student Development Centre (Learning Skills Counsellors), the Ombudsperson, or Student Health Services?
 2. What academic accommodation did you request at the time you were experiencing major problems that were affecting your academic performance?
 3. What steps did you take to minimize the impact on your academic work of the difficulties that you were encountering?
 4. Approximately what percentage of classes did you attend in each course?
 5. What assignments/tests/labs/quizzes/exams did you complete in each course?
 6. Please record the grades you received for assignments/labs/tests/quizzes/exams, etc in each course. If you failed to complete all the course requirements, explain and provide reasons.
 7. Please list the final grade earned in each course in which you were registered during the past academic year.
 8. Why do you think you would be successful in University-level academic studies, if your petition was granted?
 9. What are your academic goals?
 10. What is your long-term degree/program objective?
 11. In what specific program do you wish to register during the coming year?
 12. What specific courses do you wish to take during the coming year?

NOTE: In (b) and (c), do not list courses or programs for which you are not currently eligible. You must check the prerequisites for the program and courses you wish to take.