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## **MOS 3325A eCommerce Strategy Course Outline: Section – 001 / Fall 2016**

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### **1. Course Information:**

#### 1.1 Class Location and Time:

SSC-3014  
Monday  
7PM-10PM

#### 1.2 Contact Information:

Instructor: Adam Caplan  
Office: SSC 9301, Desk #6  
Office Hours: Mondays, 5:15PM – 6:45PM  
Phone: 661-2111 x82298  
Email: [acaplan3@uwo.ca](mailto:acaplan3@uwo.ca)  
Website Address: <http://owl.uwo.ca/portal>

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 also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

### **2. Calendar Description**

#### 2.1 Course Description:

The purpose of this course is to examine the digital economy and its impact on commerce. 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.  
2-3 lecture hours, 0.5 course

Antirequisite(s): None

Prerequisite(s): Enrollment in 3rd or 4th year of BMOS

#### 2.2 Senate Regulations

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will 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.”

### 3. Textbook

3.1 Custom course book available at the Western University Bookstore

## 4. Course Objectives and Format

4.1 Course objectives

4.2 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)

4.3 Course format

#### Exams & Quizzes

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

- Mid-term Quiz: Nov 14, 2016
- Final Exam: TBD

#### Business Model Canvas Project

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

- Business Model Canvas Project Due: Oct 17, 2016

#### 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 Introduction + 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!

## **Final Project Requirements**

The final project 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.

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 December 1, 2014. 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: Oct 3, 2016

Business Model Canvas Project Due: Oct 17, 2016

Project Presentation Due Date: Dec 5, 2016

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%)

## **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.

## **In-Class Attendance**

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

- 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.

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

The attendance mark is given at the sole discretion of the instructor and will be based on both attendance and participation in the class.

## 5. Learning Outcomes

**Upon successful completion of MOS 3325A students will be able to:**

- Use both electronic and print research tools to develop a factual analysis of the opportunities and challenges related to entering a retail marketplace.
- Develop fluid, flexible strategies for launching, maintaining, and growing an online business to consumer (B2C) retail operation based on an understanding of the fundamental requirements of the eCommerce business ecology.
- Differentiate between what is meant by objective, strategy, and tactic to conceptualize, strategize, and support a successful eCommerce operation.
- Select appropriate research methodologies and strategic frameworks to construct a business plan for an e-commerce startup, business unit, or pre-existing enterprise that includes target audiences, measurable goals and associated strategies, tactical execution plans, and measurement tools to gauge efficacy of the execution.

## 6. Evaluation

Exam/Assignment	Percentage of Course Grade
Business Canvas Project (Group)	15%
Mid-term Exam	20%
Final Project (Group)	20%
Final Exam	40%
Attendance	5%

Exams are multiple choice **in format**. The mid-term quiz, in total, will be scheduled for 1 hour and consist of no more than 35 questions, and the final exam, in total, will be scheduled for 2 hours and consist of no more than 80 questions. Both tests are **closed book examinations**. **Dictionaries are NOT allowed into the examinations.**

**Only non-programmable calculators will be allowed into the exams.** If you are unsure, please ask your professor to check your calculator.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams 1 and 2 will be in class time. The third exam will be scheduled during the exam period. Exams will not be returned to students but may be reviewed in the instructor's office.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades **will NOT** be allowed.

Exams will be scored using the program Scan Exam which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.

## 7. Lecture and Examination Schedule

Date	Schedule
Sept 12, 2016	Week 1: Introduction to e-commerce strategy
Sept 19, 2016	Week 2: The Science of Shopping
Sept. 26, 2016	Week 3: What Is Strategy <b><i>Final project groups are assigned</i></b>
Oct 3, 2016	Week 4: The Business Model Canvas Project assigned (Group work) <b>Store Market Category Due</b>
Oct 10, 2016	<b>Thanksgiving Holiday – Class not held</b>
Oct 17, 2016	Week 5: The Retail Moment of Truth <b>Group Business Model Canvas Project Due</b>
Oct 24, 2016	Week 6: Crafting the Experience
Oct 31, 2016	Week 7: Acquisition Strategic Fundamentals <b>Elevator Pitch Workshop</b>
Nov 7, 2016	Week 8: Acquiring Customers II: New Media Acquisition <b>Mid Term quiz</b>
Nov 14, 2016	Week 9: Acquiring Customers III: Emerging Media Strategy (Social Media & e-Commerce Strategy)
Nov 21, 2016	Week 10: Retention & Support - The Base of the RBE Final Project Review
Nov 28, 2016	Week 11: The Future of e-Commerce + Exam Prep
Dec 5, 2016	Week 12: Final Presentations

## 8. University Policy Regarding Illness

### 8.1 Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy

[http://www.uwo.ca/univsec/pdf/academic\\_policies/general/privacy.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/general/privacy.pdf)

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf)

Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

### 8.2 Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office).

### 8.3 Attendance

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

## 9. University Policy on Cheating and Academic Misconduct

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## 10. Procedures For Appealing Academic Evaluations

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

## 11. Student Responsibilities

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

## 12. Support Services

### 12.1 Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>  
Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Mental Health@Western  
[http://www.health.uwo.ca/mental\\_health/](http://www.health.uwo.ca/mental_health/) for a complete list of options about how to obtain help.

## 13. Other Issues

### 13.1 Grade Policy

The DAN Program has a grade policy which states that for courses in the 3300-4499range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

### 13.2 Short Absences.

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

### 13.3 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. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

### 13.4 Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

### 13.5 Important Dates:

September 16: Last day to add a full course or first- term half course on campus and Distance Studies.

October 10: Thanksgiving Holiday – No class held. All offices closed.

October 27 – 28: Fall Study Break

November 5: Last day to drop a first term half course without penalty.

November 30: Last day to drop a full year course without penalty.

December 7: Classes end.

December 8 – 9: Study Day

December 10 - 21: Examination Period

December 22: First term ends

## 14. Other Information

- Laptops are not permitted during lecture. They may be used during workshops, and each team may use a laptop during their presentation; however, students are not permitted to use their laptops during other students' presentations
- Bring student identification to exams.



- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html)

## **15. E-mail Policies**

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Non-acceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

### **15.1 UWO.CA Email Addresses Only**

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

### **15.2 Subject Line Must Include Course and Section Number**

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

### **15.3 Acceptable Emails**

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

### **15.4 Non-Acceptable Emails**

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

## 16. FREQUENTLY ASKED QUESTIONS

Question	Answer
How can I succeed in this course?	Do all the assigned readings, attend class, and collaborate with your assigned teams on the two projects. Most of all, use the Retail Business Ecology and the A5 system as a framework to support your well-researched ideas. Finally, start using the worksheets early in the semester (don't wait until the last minute) and meet with your instructor if you have any questions or wish to work through any issues or challenges.
I missed a quiz or exam because I was sick or there was a death in my family.	See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES
When will the exam grades be posted?	Mid-term grades are posted on OWL when they become available. Final exam, final project, and final course grades are posted on OWL only after they have been accepted by the Registrar.
Can I come and see my quiz or exam?	You can review your quiz or exam during office hours or at any other mutually convenient time.
There is so much material. How can I possibly remember everything?	You do not need to remember everything in the course materials. You need to understand the fundamental principles and how to apply them. Moreover, the lecture slides will form the basis of 'testable' materials. Information not discussed in-class will not be tested.
The mark I have been given is going to prevent me from getting accepted at graduate school.	Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.
I need a certain mark to get or maintain a scholarship or my AEO status at Ivey.	
I tried really hard but I still got a poor mark.	
This is the lowest mark I have ever received.	
One of the team members in my project is not pulling her weight. What do I do?	First, send the under-performing team member an email, and copy the instructor ( <a href="mailto:acaplan3@uwo.ca">acaplan3@uwo.ca</a> ) indicating the items they are responsible for. If there is still no response, please inform the instructor as soon as possible. A meeting may be scheduled. Do not wait until the project is due.