



Course Outline – eCommerce Strategy

School of Leadership and Social Change

General Information

Course #:	MOS 3325B
Section #:	530
Term:	Fall/Winter
Year:	2022-2023
Course Day and Time:	Wednesdays 6:00 PM to 9:00 PM
Course Location:	BR-206

Instructor Information (Repeat as necessary for multiple instructors)

Name	Adam Caplan
E-mail:	acaplan3@uwo.ca
Telephone number for office appointments:	519.488.1413
Office hours for students:	Wednesdays, 4:30 PM to 6:00 PM by appointment
Office location:	Via Zoom, in-person by request

Course Description

The digital economy and its impact on commerce is examined. Content includes theoretical and practical knowledge necessary to manage in the E-Commerce world; a survey of current trends in the digital economy; and a framework and methodology for analyzing commercial opportunities and threats in a rapidly changing digital world.

2-3 lecture hours, 0.5 course

Antirequisite(s): None

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

Required Course Materials

Custom course book available at the Western University Bookstore

Additional online materials are assigned via OWL

Learning Outcomes

Upon successful completion of this course students will be able to:

1. Use both electronic and print research tools to develop a factual analysis of the opportunities and challenges related to entering a retail marketplace.
2. 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.
3. Differentiate between what is meant by objective, strategy, and tactic to conceptualize, strategize, and support a successful eCommerce operation.
4. 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.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

Brescia Competencies

Primary competencies developed in this course include:

1. Communication (Level 3)
2. Critical Thinking (Level 4)
3. Inquiry and Analysis (Level 3)
4. Problem Solving (Level 3)
5. Self-Awareness and Development (N/A)
6. Social Awareness and Engagement (N/A)
7. Valuing (Level 4)

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

Teaching Methodology and Expectations of Students

This course is designed to ensure maximum experiential learning. Readings may be expanded upon by way of videos, exercises, cases, and/or class discussions. The very nature of the case study approach demands a high level of attendance, preparation, and contribution in class. You are expected to be prepared and fully engaged in learning.

Copyright and Intellectual Property

PowerPoint lecture slides and notes, lists of readings, in-class activities, assignment guidelines, and other components of the course materials are typically the intellectual property of the instructor. Unauthorized reproduction through audio-recording, video-recording, photographing, sharing on social media, or posting on course-sharing websites is an infringement of copyright and is prohibited. Such action may be considered a Code of Conduct violation and lead to sanctions.

Evaluation

Evaluation Breakdown:

Component	Date/ Deadline	Learning Outcome	Brescia Competencies	Weight
Business Intelligence Project (Group)	Week 6	1,4	1,2,3,4,7	20%
Elevator Pitch	Week 9	2,4	1,2,3,4,7	15%
Final Project (Group)	Week 13	1,2,3,4	1,2,3	20%
Final Exam	TBD (Final Exam Period)	2,3	1,2,3,4,7	45%

Evaluation Component Descriptions

See detailed assignment instructions and grading rubric for all evaluation components on OWL.

Component 1: The Business Intelligence Project

The Business Intelligence Research project requires you and your group to research a marketplace and then answer a series of strategic questions based on collected data. Your team will research and analyze your chosen market category using the tools outlined in the week 4 lecture

Component 2: Elevator Pitch

Students will individually prepare and submit a four-paragraph “Elevator Pitch” based on their submitted category. The pitch will briefly describe your proposed business’s unique position in the marketplace.

The Elevator Pitch will be marked according to this rubric:

- Describes position in marketplace (25%)
- Clearly defines differentiated position (50%)
- Provides evidence-based value (25%)

Component 3: The 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!

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 6:00 PM on April 5, 2022. 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.

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 (30%)
- Use of Research Tools (20%)

- Business Model Creativity (5%)
- Presentation Quality & Preparedness (5%)

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.

Component 4: The Final Exam

Exam is multiple choice in format. The exam will consist of no more than 80 questions, and is 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. This exam includes material covered through the entire semester.

Students who have received an accommodation for the final exam will be scheduled for a common make up exam date. If you fail to take the exam on the common make up exam date, you will have the opportunity to take the exam the next time the course is offered.

Attendance

While class attendance, participation or contribution is not required on a weekly basis, it is strongly recommended that you should attend every class in this course. However, extenuating circumstances arise that make this difficult. Family medical issues, personal medical issues, family bereavement, participation in University sports teams are acceptable reasons for missing class; however, please note it is your responsibility to get caught up and the instructor is not responsible for providing additional notes or lecture materials other than what was provided in advance of the class.

Evaluation Policies

You must complete all evaluation components to pass the course. I will not re-weight course components unless you have received an academic accommodation. I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available, and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments without an academic accommodation will receive a "0." All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be included as source documents in the reference database to detect plagiarism of assignments 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>).

Academic Accommodation

For course components worth 10% or more of the total course grade, please see the Academic Policies and Regulations section at the end of this course outline or consult the Academic Calendar.

Course Content

Topics will be covered in the order listed and any dates listed are meant as a guideline.

Weekly Organizer:

Class/Topic	Date	Description	Assignments and/or Readings Due
1	Jan 11, 2022	Introduction to e-Commerce Strategy	
2	Jan 18, 2022	“The Science of Shopping”	Readings assigned via OWL
3	Jan 25, 2022	What is Strategy?	Readings assigned via OWL
4	Feb 1, 2022	Reviewing the Business Intelligence Research Project	Readings assigned via OWL
5	Feb 8, 2022	Understanding “Conversion” – the Retail Moment of Truth	Readings assigned via OWL
6	Feb 15, 2022	Understanding “Experience” -	Readings assigned via OWL Business Intelligence Research Project Due
7	Feb 22, 2022	Spring Reading Week	
8	Mar 1, 2022	Acquisition Strategic Fundamentals	Elevator Pitch Assigned
9	Mar 8, 2022	Acquiring Customers: Understanding Advertising	Elevator Pitch Due Readings assigned via OWL
10	Mar 15, 2022	Acquiring Customers II: Social Media and Emerging Platforms	Readings assigned via OWL
11	Mar 22, 2022	Understanding Customer Retention & Support	Readings assigned via OWL
12	Mar 29, 2022	The future of eCommerce & Exam Preparation	
13	April 5, 2022	Final Presentations	Final Projects

2022-23 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding Accommodation for Illness - Undergraduate Students can be found at https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_135

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services (https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_10).

Personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
2. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

Request for Academic Consideration for a Medical Absence

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation.

Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. An SMC can be downloaded from https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;
4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of

deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge that is interfering with your work, contact your instructor and Academic Advisor 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. Retroactive requests for academic accommodation on medical or compassionate grounds are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor (https://brescia.uwo.ca/enrolment_services/academic_advising/book_an_appointment.php). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please contact your Academic Advisor or see the list of sessional dates in the Academic Calendar (<https://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline 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. Contact the course instructor if you have any questions.

Please note that for asynchronous online courses, attendance or participation requirements maybe different than for synchronous or in-person courses.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work, and arrange academic accommodations if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#Page_64).

4. SCHOLASTIC 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: https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Note that such offences 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. Students are advised to consult the section on Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) 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.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

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.

Computer-marked Tests/exams:

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. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar

https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written Special Permission from the Dean to enroll in it, you will be removed from the 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 prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. Students can access supports through Brescia's

Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Development & Success at Western (<https://www.uwo.ca/sdc/learning/>).

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through **Health & Wellness at Brescia**, https://brescia.uwo.ca/student_life/health_and_wellness/index.php and **Health and Wellness at Western**, http://uwo.ca/health/mental_wellbeing/index.html.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at https://brescia.uwo.ca/safe_campus/sexual_violence/index.php.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy, and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.

Course Outline Information for the 2022-23 Academic Year

1. Structure of the Academic Year, 2022-23

	<i>Fall</i>	<i>Winter</i>
<i>First Day of Classes</i>	Sept. 8	Jan. 9
<i>Reading Week</i>	Oct. 31 – Nov. 6	Feb. 18 – 26
<i>Last Day of Classes</i>	Dec. 8	Apr. 10
<i>Study Day(s)</i>	Dec. 9	Apr. 11, 12
<i>Exam Period</i>	Dec. 10 - 22	Apr. 13 - 30

Other Dates of Note:

Sept. 16 End of Add/Drop: Last day to add a full course or an A or F course
Oct. 10 Thanksgiving
Nov. 12 Last day to drop an A or F course without academic penalty
Nov. 30 Last day to drop a full (1.0) course without academic penalty
Jan. 17 Last day to add a B or G course
Mar. 7 Last day to drop a B or G course without academic penalty
Apr. 7 Good Friday

(Sessional Dates:

<https://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>)

2. Test and Exam Scheduling

Tests and exams other than lab/practical/oral exams may **not** be scheduled during the last 3 weeks (15 days, excluding Saturdays and Sundays) of any course. That is:

Full (1.0) Courses

Tests and exams may not be scheduled during the last week of classes of the Fall term (December 1 – 8, 2022);

Tests and exams may not be scheduled March 12 – April 10, 2023;

Half (0.5) Courses

A/F courses, tests and exams may not be scheduled November 17 – December 8, 2022;

B/G courses, tests and exams may not be scheduled March 12 – April 10, 2023.

3. Take Home Exams

Use of a take-home final exam requires approval of the Provost and must be noted in the course outline. Take home exams must be submitted by the 10th day of the examination schedule (December 19 and April 22).

4. Reading Weeks

Fall and Spring Reading Weeks are considered to begin at 6:00 p.m. on the prior Friday and end at midnight on the subsequent Sunday. Assignments cannot be due during a Reading Week. Lectures, tutorials, labs, other course-related academic activities, assignment deadlines, quizzes, tests, exams, or other course components may not be scheduled or due during a Reading Week, including the beginning and ending weekends. The only exceptions are courses that include components that occur during or overlap with a Reading Week, such as faculty-led trips, and hence require course-related academic activity during the Reading Week.

5. 15% of Course Grade

Students in 1000- and 2000-level courses must receive at least **15%** of their course grade at least 3 days (excluding Saturdays and Sundays) before the deadline to drop the course without academic penalty. Exceptions to this requirement must have the permission of the Provost and the exception must be noted on the course outline.

This requirement does not apply to 3000- and 4000-level courses, but academic guidelines are that all students can expect feedback on their performance prior to drop dates.

Deadlines for the 15% requirement (1000- and 2000-level courses):

<i>Course</i>	<i>Deadline to return at least 15% of course grade to students</i>	<i>Deadline to drop course without penalty</i>
A/F courses	Nov. 9	Nov. 12
Full year (1.0) courses	Nov. 25	Nov. 30
B/G courses	Mar. 2	Mar. 7

6. Assignments

The last scheduled class is the last day on which course assignments are to be accepted for credit in a course unless the student has properly approved academic accommodation for an extension of a deadline past the last class. Course assignments cannot be due during a Reading Week or during an examination period.

7. Essay Courses

An essay course "must be so structured that the student is required to demonstrate competence in essay writing to pass the course"

(https://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=6&Command=showCategory&Keywords=essay%20course&SubHeadingID=160&SelectedCalendar=Live&ArchiveID=#SubHeading_160).

The writing that contributes to the required total does not include writing that is done as part of a test or examination.

Total writing for designated essay courses:

- Full course numbered 1000 to 1999: at least 3000 words
- Half course numbered 1000 to 1999: at least 1500 words
- Full course numbered 2000 and above: at least 5000 words
- Half course numbered 2000 and above: at least 2500 words.

8. Course Outlines

Course outlines for full year courses and for first term courses (A and F courses) are due to School Chairs the first week of August. Course outlines for second term courses (B and G courses) should be submitted to School Chairs by the end of October.

Use of the common course outline template is encouraged but is not required.

The course outline addendum that includes necessary academic regulation information should be appended to all course outlines, including those the instructor posts to the course OWL site.

Additional details on all items can be found in the Academic Calendar.