



**Western**

DAN Department of Management  
& Organizational Studies

## MOS 3325A Course Outline

### 1. Course Information

#### Course Information

eCommerce Strategy  
MOS 3325A – Fall/Winter 2022-23

Class Location and Time:  
In-Person UC-2110, Mondays 6:30 – 9:30

#### List of Prerequisites and antirequisites

Antirequisite(s): None

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

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.

### 2. Instructor Information

Instructors	Email	Office	Phone	Office Hours
Adam Caplan	acaplan3@uwo.ca	SSC 4434	519.488.1413	Mondays 4.30PM – 6PM*

Students must use their Western (@uwo.ca) email addresses when contacting their instructors.

\*Please note: Adam is available by appointment and will conduct office hours via Zoom (a link will be provided when the appointment is confirmed). If an appointment is missed without prior notice or reasonable cause, it will not be rescheduled.

Additionally, Adam will be available for ad-hoc consultation via email and a class Slack Channel. Joining this channel is optional. Response times will vary for both contact methods.

You can join the Slack Channel here: [https://join.slack.com/t/mos3325a/shared\\_invite/zt-1ekfnt3gm-1j6yekMS6AnQEEwNNLIxOw](https://join.slack.com/t/mos3325a/shared_invite/zt-1ekfnt3gm-1j6yekMS6AnQEEwNNLIxOw)

### **3. Course Syllabus, Schedule, Delivery Mode**

#### **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.

The course will be delivered as weekly in-person lectures. Each lecture is approximately 2 hours in length, with a 10-minute break. The third hour is reserved as time for group work and project-related meetings with the Instructor. Readings and additional materials, including other online videos will be available via a Schedule posted and updated on OWL.

#### **Course Objectives**

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

- 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
- Provide the lecture/lab/tutorial schedule (weekly meeting time) and information about delivery mode.

#### **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

#### **Important Dates**

Sep. 12, 2022	Week 1: Introduction to e-commerce strategy
Sep. 19, 2022	Week 2: The Science of Shopping (and how CORONA-19 changed things)
Sep. 26, 2022	Week 3: What Is Strategy? (Final & Research Project groups assigned)
Oct 3, 2022	Week 4: The Business Intelligence Project
Oct 10, 2022	Week 5: Thanksgiving Holiday
Oct. 17, 2022	Week 6: The Retail Moment of Truth
Oct. 24, 2022	Week 7: Understanding Experience
Oct. 31, 2022	Week 8: Fall Reading Week (No class held)
Nov. 7, 2022	Week 9: Acquisition Strategic Fundamentals
Nov. 14, 2022	Week 10: Acquiring Customers II: New Media Strategy & Marketing Models
Nov. 21, 2022	Week 11: Retention & Support - The Base of the RBE
Nov. 28, 2022	Week 12: The Future of e-Commerce
Dec 5, 2022	Week 13: Final presentations

Classes begin: September 8, 2022; January 9, 2023

Fall Reading Week: October 31 – November 6, 2022;

Winter Reading week: February 18 – 26, 2023

Classes end: December 8, 2022; April 10, 2023

Exam period: December 10 – 22, 2022; April 13 – 30, 2023

#### **Contingency plan for an in-person class pivoting to 100% online learning**

In the event of a COVID-19 resurgence during the course that necessitates the course delivery moving away from face-to-face interaction, affected course content will be delivered entirely online, either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). The grading scheme will **not** change. Any remaining assessments will also be conducted online as determined by the course instructor.

## **4. Course Materials**

- Course Pack: E-Commerce Strategy (available at <https://bookstore.uwo.ca/product/m12176>)
- Additional materials are provided as web links via OWL

Students are responsible for checking the course OWL site (<http://owl.uwo.ca>) on a regular basis for news and updates. This is the primary method by which information will be disseminated to all students in the class.

All course material will be posted to OWL: <http://owl.uwo.ca>.

If students need assistance with the course OWL site, they can seek support on the OWL Help page. Alternatively, they can contact the Western Technology Services Helpdesk. They can be contacted by phone at 519-661-3800 or ext. 83800.

#### **Technical Requirements**

For class materials, a laptop or desktop computer and stable internet connection capable of video playback from websites such as YouTube (and others) is strongly recommended.

For Zoom meetings, a laptop or computer with working microphone and webcam, and a stable internet connection is recommended. Students may also use the phone-in feature if it becomes necessary (however, this is not preferred).

In the event that the Final Exam is moved online, the use of a computer capable of Western University's approved proctoring technology may be required.

## 5. Methods of Evaluation

The overall course grade will be calculated as listed below:

Business Intelligence Project (Due Oct 17, 2022 6:30PM)	20% Group Project
Elevator Pitch (Due Nov 14, 2022 6:00PM)	15% Individual Work
Final Project (Due Dec 5, 2022 6:30PM)	20% Group Project
Final Exam (during examination period scheduled by the Registrar)	45% Individual Work
<b>Total (40% Group work   60% Individual work)</b>	<b>100%</b>

Subject to change due to health and safety requirements (e.g. Covid-19 responses), exams are multiple choice **in format**. Each exam, in total, will be scheduled for **2 hours, consist of approximately 80 questions**, and are **closed book examinations. Dictionaries are NOT allowed into the examinations.**

### Calculators Or No Calculators

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

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed by contacting your Instructor. 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.

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.

The DAN Department has a grade policy which states that for courses in 3000-4000 range, the class average must fall between 70% and 77% 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.

### Group Projects

#### Business Research Project

There is a research project that will be completed as a group. Groups will be assigned by the Instructor no later than the end of class on September 26, 2022.

#### 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 (physical products) through the Website with the intent to deliver the products 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.

In the event of health lock-down, presentations may be conducted virtually or may be cancelled.

An electronic version of the presentation materials (Powerpoint, keynote, etc.) should be uploaded to OWL or emailed to the instructor no later than 6:30PM on Dec 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 Final Project 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 OWL 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 prior to 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.

## **Individual Work**

### **Elevator Pitch**

You will individually develop a one-page Elevator Pitch based on a provided template. This will be the first step toward validating an eCommerce Strategy.

Marking Rubric	
Describes position in marketplace	25%
Clearly defines differentiated position	50%
Provides evidence-based value	25%

Project outline will be available via OWL

## **6. Student Absences**

### **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.

#### **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.

#### **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.

If you are unable to meet a course requirement due to illness or other serious circumstances, please follow the procedures below.

### **Assessments worth less than 10% of the overall course grade:**

For work worth less than 10% of the total course grade, the instructor is empowered to grant academic considerations without referring the student to their academic counsellors. If an instructor chooses to do so, the mechanism for dealing with missed work (e.g., an extension, make-up opportunity, or reweighting) must be specified on the course outline to ensure fair treatment for all students. Note that for assignments that are worth 10% and more documentation (medical or otherwise) is required, it can *only* be collected by the student's Dean's Office Academic Counselling unit.

### **Assessments worth 10% or more of the overall course grade:**

By policy, academic considerations for work totalling 10% or more of the final course grade can be granted only by the student's Faculty of Registration (typically by their academic counsellors). In such cases, students should be directed as follows.

For work totalling 10% or more of the final course grade, you must provide valid medical or supporting documentation to the Academic Counselling Office of your Faculty of Registration as soon as possible. For further information, please consult the University's medical illness policy at

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_medical.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf).

The Student Medical Certificate is available at

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

In the event the student has an excused absence for the final presentation, no marks will be deducted from their participation in the Final Project; however, if the absence is deemed **not** excused, they will receive a 0 for their participation in the Final Project.

### **Absences from Final Examinations**

If you miss the Final Exam, please contact the Academic Counselling office of your Faculty of Registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a "Multiple Exam Situation" (e.g., more than 2 exams in 23-hour period, more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under [Special Examinations](#)).

## **6. Accommodation and Accessibility**

### **Religious Accommodation**

When a course requirement conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing at least two weeks prior to the holiday to the course instructor and/or the Academic Counselling office of their Faculty of Registration. Please consult University's list of recognized religious holidays (updated annually) at

<https://multiculturalcalendar.com/ecal/index.php?s=c-univwo>.

### **Accommodation Policies**

Students with disabilities are encouraged to contact Accessible Education, which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The policy on Academic Accommodation for Students with Disabilities can be found at:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/Academic Accommodation\\_disabilities.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Accommodation_disabilities.pdf).

## **7. Academic Policies**

The website for Registrarial Services is <http://www.registrar.uwo.ca>.

In accordance with policy,

[https://www.uwo.ca/univsec/pdf/policies\\_procedures/section1/mapp113.pdf](https://www.uwo.ca/univsec/pdf/policies_procedures/section1/mapp113.pdf),

the centrally administered e-mail account provided to students will be considered the individual's official university e-mail address. It is the responsibility of the account holder to ensure that e-mail received from the University at their official university address is attended to in a timely manner.

**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/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/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 exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

As previously noted, Remote Proctoring Software may be used in this course in the event of health lock-down. Tests and examinations in this course will be conducted using a remote proctoring service. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide **personal information** (including some biometric data) and the session will be **recorded**. Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. More information about this remote proctoring service, including technical requirements, is available on Western's Remote Proctoring website at:



<https://remoteproctoring.uwo.ca>.

## 8. Support Services

Please visit the Social Science Academic Counselling webpage for information on adding/dropping courses, academic considerations for absences, appeals, exam conflicts, and many other academic related matters: [Academic Counselling - Western University \(uwo.ca\)](https://www.uwo.ca/academic_counselling/)

Students who are in emotional/mental distress should refer to Mental Health@Western (<https://uwo.ca/health/>) for a complete list of options about how to obtain help.

Western is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at

[https://www.uwo.ca/health/student\\_support/survivor\\_support/get-help.html](https://www.uwo.ca/health/student_support/survivor_support/get-help.html).

To connect with a case manager or set up an appointment, please contact [support@uwo.ca](mailto:support@uwo.ca).

Please contact the course instructor if you require lecture or printed material in an alternate format or if any other arrangements can make this course more accessible to you. You may also wish to contact Accessible Education at

[http://academicsupport.uwo.ca/accessible\\_education/index.html](http://academicsupport.uwo.ca/accessible_education/index.html)

if you have any questions regarding accommodations.

Learning-skills counsellors at the Learning Development and Success Centre (<https://learning.uwo.ca>) are ready to help you improve your learning skills. They offer presentations on strategies for improving time management, multiple-choice exam preparation/writing, textbook reading, and more. Individual support is offered throughout the Fall/Winter terms in the drop-in Learning Help Centre, and year-round through individual counselling.

Western University is committed to a thriving campus as we deliver our courses in the mixed model of both virtual and face-to-face formats. We encourage you to check out the Digital Student Experience website to manage your academics and well-being: <https://www.uwo.ca/se/digital/>.

Additional student-run support services are offered by the USC, <https://westernusc.ca/services/>.

## 9. Other Class Policies

Students should familiarize themselves with Western University Senate Regulations, please see: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html).

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.

## **Email and Communications Policies**

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives many emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only “Please see Email Policies on the course outline”.

### **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.).

### **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.

### **Acceptable Emails and Slack Messages**

- 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

### **Unacceptable Emails and Slack Messages**

- 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

### **In-Class Conduct**

The use of following items are not permitted during class unless you have written approval from the Professor:

- Laptops
- Mobile phones
- Tablets (e.g. iPads)
- Food (beverages are permitted)

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off and putting away phones, laptops and tablets, refraining from eating, avoiding private discussions during lectures, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the Professor.

Late arrivals are also distracting. Please try to arrive on time for classes.

**Grade Fairness**

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

**No Recording of Classes**

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

**Copyright Notice**

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may not record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.