

Title (Units): **COMP7880 E-Business Strategies (3,3,0)**

Course Aims: This course exposes students to contemporary management thinking, methods, and strategies necessary to effectively build and manage e-business systems. This course aims to: (1) introduce students to the fundamental concepts and approaches of strategic management, (2) provide students with a comprehensive framework for understanding the business models and strategies for e-business, and (3) prepare students to be active participants in formulating and implementing e-business strategies for organizations.

Prerequisite: Nil

Course Intended Learning Outcomes (CILOs):

Upon successful completion of this course, students should be able to:

| No. | Course Intended Learning Outcomes (CILOs) |
|-----|--|
| | Knowledge |
| 1 | Explain the key concepts and approaches of strategic management |
| 2 | Describe and evaluate predominant e-business models and strategies and describe activities in formulating and implementing e-business strategies |
| 3 | Describe the challenges and business opportunities of mobile commerce and social networks |
| | Professional Skill |
| 4 | Develop strategic plan for e-business initiatives |
| 5 | Develop critical thinking and problem solving skills |
| 6 | Develop skills in oral/written communication and team building |

Calendar Description: E-business offers real and abundant opportunities for small, medium and large companies throughout the world. However, success in e-business rarely happens without strategy. This course exposes students to contemporary management thinking, methods, and strategies necessary to effectively build and manage e-business systems. This course aims to: (1) introduce students to the fundamental concepts and approaches of strategic management, (2) provide students with a comprehensive framework for understanding the business models and strategies for e-business, and (3) prepare students to be active participants in formulating and implementing e-business strategies for organizations.

Teaching and Learning Activities (TLAs):

| CILOs | Type of TLA |
|-------|---------------------------|
| 1-3 | Lectures, and assignments |
| 4-6 | Project, and presentation |

Assessment:

| No. | Assessment Methods | Weighting | CILOs to be addressed | Description of Assessment Tasks |
|-----|-----------------------|-----------|-----------------------|--|
| 1 | Continuous Assessment | 50% | 1-6 | <p>Continuous assessments are designed to help students understand the subject content and measure how well they can understand the concepts, principles, and practices of e-business strategic initiatives.</p> <p>Many different forms of assessment can be utilized to achieve the CILOs. A few examples are as follows. Course instructor can determine the most appropriate form to assess his or her students.</p> <p>Individual Work:</p> <ul style="list-style-type: none">• Case summaries are used to assess students' |

| | | | | |
|---|-------------|-----|--------|--|
| | | | | <p>understanding of the principles, practices, opportunities, and challenges of e-business strategic initiatives as described in the cases. They also prepare students for more productive class discussion.</p> <p>Group Work:</p> <ul style="list-style-type: none"> • Group assignments assess students' understanding of the e-business models, strategies, and practices taught in the lectures. • Group term project (which requires students to assume the role of a business strategist and develop a strategy plan for an e-business initiative) not only assesses students' understanding of e-business models and strategies taught in this course but also assesses their ability to apply the knowledge learnt in practice. • Group assignments, group term project, and group term project presentation also assess students' team building skills and their oral/written communication skills. |
| 2 | Examination | 50% | 1-3, 5 | Final examination questions are designed to test the learning outcomes in the Knowledge and Professional Skills domains. They are designed to assess students' understanding of important concepts and their ability in applying these concepts to solve problems. |

Assessment Rubrics:

| Criteria | Excellent (A) | Good (B) | Satisfactory (C) | Fail (F) |
|------------------------------|--|---|---|---|
| Knowledge Acquisition | <ul style="list-style-type: none"> • Evidence of a thorough understanding of the key concepts and approaches of strategic management • Able to describe and evaluate predominant e-business models and strategies as well as to describe activities involved in formulating and implementing e-business strategies thoroughly • Able to describe the challenges and business opportunities of | <ul style="list-style-type: none"> • Evidence of a good understanding of the key concepts and approaches of strategic management • Able to describe and evaluate predominant e-business models and strategies as well as to describe activities involved in formulating and implementing e-business strategies with minor mistakes • Able to describe the challenges and business opportunities of mobile commerce | <ul style="list-style-type: none"> • Evidence of some understanding of the key concepts and approaches of strategic management • Able to describe and evaluate predominant e-business models and strategies as well as to describe activities involved in formulating and implementing e-business strategies with acceptable amount of mistakes • Able to describe the challenges and business | <ul style="list-style-type: none"> • Fail to show understanding of the key concepts and approaches of strategic management • Fail to describe and evaluate predominant e-business models and strategies as well as to describe activities involved in formulating and implementing e-business strategies • Fail to describe the challenges and business opportunities of mobile commerce and social networks |

| Criteria | Excellent (A) | Good (B) | Satisfactory (C) | Fail (F) |
|--|---|---|---|---|
| | mobile commerce and social networks completely | and social networks with few exceptions | opportunities of mobile commerce and social networks with many exceptions | |
| Professional Skills Development | <ul style="list-style-type: none"> Can demonstrate an outstanding capability in developing strategic plan for e-business initiatives Can demonstrate excellent critical thinking and problem solving skills Can demonstrate prominent skills in oral/written communication and team building | <ul style="list-style-type: none"> Can demonstrate a good capability in developing strategic plan for e-business initiatives Can demonstrate good critical thinking and problem solving skills Can demonstrate good skills in oral/written communication and team building | <ul style="list-style-type: none"> Can demonstrate a fair capability in developing strategic plan for e-business initiatives Can demonstrate fair critical thinking and problem solving skills Can demonstrate fair skills in oral/written communication and team building | <ul style="list-style-type: none"> Fail to demonstrate the ability in developing strategic plan for e-business initiatives Fail to demonstrate sufficient critical thinking, problem solving, oral/written communication and cooperation skills |

Course Content and CILOs Mapping:

| Content | CILo No. |
|--|----------|
| I Introduction to E-Business and E-Business Strategy | 1 |
| II E-Business Strategy Framework | 2 - 3 |
| III E-Business Strategy Special Topics | 3 |
| IV Term Project | 4 - 6 |

References:

- Campbell, K (2023). E-Commerce Growth Strategy: A Brand-Driven Approach to Attract Shoppers, Build Community and Retain Customers. Kogan Page.
- Chaffey, D., Hemphill, T. & Edmundson-Bird, D. (2019). Digital Business and E-Commerce Management, 7th Edition. Harlow, England: Pearson.
- Jelassi, T. & Martinez-Lopez, F.J. (2020). Strategies for e-Business: Concepts and Cases on Value Creation and Digital Transformation, 4th Edition, Cham, Switzerland: Springer.
- Wheelen T. L., Hunger J. D., Hoffman A. N. & Bamford C. E. (2014). Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 14th Edition: Pearson.
- McKeown, N. & Durkin, M. (2017). The Seven Principles of Digital Business Strategy. New York, NY: Business Expert Press.
- Phillips, J. (2016). Ecommerce Analytics: Analyze and Improve the Impact of Your Digital Strategy. New Jersey: Pearson Education.
- Turban, E. King, D., Lee, J.K., Liang, T-P & Turban, D.C. (2018). Electronic Commerce 2018: A Managerial and Social Networks Perspective. 9th Edition, Cham, Switzerland: Springer.
- Other books and journal articles appropriate to the topics under study.

Course Content:

Topic

- I. Introduction to E-Business and E-Business Strategy
 - A. Key terminology and evolution of e-business
 - B. Overview of the e-business strategy framework

- II. E-Business Strategy Framework
 - A. External and internal analysis (e.g., Five Forces analysis, co-opetition framework, SWOT analysis, segmenting/targeting markets, value chain and value networks, ICDT framework)
 - B. Strategy options in e-business markets (e.g., strategy fundamentals, e-business revenue models, fit between strategy and value chain)
 - C. Sustaining competitive advantage (e.g., building up barriers to imitation, dealing with threats of disruptive innovations in e-business)
 - D. Exploiting new market spaces (e.g., the value curve, new value creation, early mover advantages/disadvantages)
 - E. Strategy for internal organization (e.g., make-or-buy decisions, organizational structure for e-business activities, deconstruction and unbundling of the corporation)
 - F. Strategy for interaction with suppliers (e.g., e-procurement, e-SCM, B2B business models, B2B marketplaces and portals, auctions)
 - G. Strategy for interacting with customers (e.g., consumer behavior and market segmentation, e-CRM, e-marketing, social networking strategies)
 - H. Creating effective web presence (e.g., customer-centric website design, website usability testing/evaluation frameworks, examples of winning e-business websites)
- III. E-Business Strategy Special Topics
 - A. Mobile Commerce
 - a. Characteristics and attributes of mobile commerce
 - b. Business strategy and revenue models for mobile commerce
 - c. Technology, business, and legal challenges of mobile commerce
 - d. Mobile commerce applications (e.g., mobile banking and payment services, mobile portal, mobile advertising, mobile enterprise applications)
 - e. Mobile commerce adoption and diffusion
 - B. The Web 2.0 Environment and Social Networks
 - a. Defining and understanding online social networks
 - b. Revenue models for social networking sites
 - c. Social networking strategies for businesses (e.g., in marketing, B2B, public relations, sales, customer service, and internal communication)
 - d. Example cases of social networking best practices
- IV. Term Project