City University of Hong Kong

Information on a Course
offered by Department of Information Systems
with effect from Semester A in 2012 / 2013

Part I

Course Title: eCommerce Business Strategies and Management

Course Code: IS6641

Course Duration: One Semester

Credit Units: 3

Level: P6

Medium of Instruction: English

Prerequisites: EC5001 Introduction to eCommerce

Precursors: Nil

Equivalent Course: IS5642 Electronic Business Strategies and Management
                           IS6640 Information Systems Planning and Strategy

Exclusive Courses: Nil

Part II

1.   Course Aims

The aim of this course is to acquire necessary skills for developing and implementing strategies for eCommerce businesses.

2.   Course Intended Learning Outcomes (CILOs)
Upon successful completion of this course, students should be able to:

No.	CILOs	Weighting (if applicable)
1	Demonstrate conceptual skills integrating previously learned aspects of strategy development, management and electronic commerce	2
2	Develop a deep understanding of successful eCommerce strategies and the role of strategy versus implementation in building eBusinesses	3
3	Assess financial performance of existing eCommerce businesses and evaluate the business's future chances of success in the near and long term	3
4	Develop a framework for discovering electronic commerce opportunities by applying strategic analysis methods and tools	2
5	Develop a strategy and business plan based on an innovative idea for an eCommerce business that can be executed and implemented under real life scenarios.	3

(3: Relatively most focused ILOs; 2: moderately focused ILOs; 1: less focused ILOs)

3. Teaching and Learning Activities (TLAs)

(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)

Seminar:

TLA1. Seminar: A mixture of lecture and case discussion will be used to enable discussion on aspects of eCommerce strategy and implementation. Case studies of both successful and unsuccessful e-ventures will be used to illustrate management practice, to introduce students to the concepts, opportunities and risks inherent in eCommerce strategy development, and to provoke discussion.

TLA2. Assignment: Practical assignments such as strategy and business plan development for businesses of the students' choice serve to reinforce the newly acquired concepts.

CILO No.	TLA1	TLA2	Hours/week (if applicable)
CILO 1	2	2	-
CILO 2	2	1	-
CILO 3	2	1	-
CILO 4	1	2	-
CILO 5	1	2	-

(1: Indirectly Supporting ILO; 2: Directly Supporting ILO)

4. Assessment Tasks/Activities

(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)

Coursework   :   100%

AT1. Seminar Exercises and Participation (50%): Each seminar will include the opportunity for students to engage in discussion about electronic commerce related organizational cases.

AT2. Group Project (50%): Students are required to undertake a team-based assignment such as strategy and business plan development for businesses of the students' choice to reinforce the newly acquired concepts. Innovation and creativity are strongly encouraged in formulating a practical ecommerce solution for real life businesses in this group project.

ILO No	AT1 (50%)	AT2 (50%)
CILO 1	1	2
CILO 2	2	2
CILO 3	2	1
CILO 4	2	2
CILO 5	1	2

(1: Indirectly Supporting ILO; 2: Directly Supporting ILO)

5. Grading of Student Achievement:

Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

ILO	Excellent	Good	Adequate	Marginal
CILO1	Demonstrate critical integration in most of the conceptual skills previously learned on strategy development, management and electronic commerce.	Demonstrate critical integration in many of the conceptual skills previously learned on strategy development, management and electronic commerce.	Demonstrate critical integration in some of the conceptual skills previously learned on strategy development, management and electronic commerce.	Unable to demonstrate integration of the conceptual skills previously learned on strategy development, management and electronic commerce.
CILO2	Demonstrate the ability to indentify the most critical successful eCommerce strategies and distinguish the most critical roles of strategy versus implementation in building eBusiness.	Demonstrate the ability to indentify most of the critical successful eCommerce strategies and distinguish most of the roles of strategy versus implementation in building eBusiness.	Demonstrate the ability to indentify some successful eCommerce strategies and distinguish the major roles of strategy versus implementation in building eBusiness.	Demonstrate the ability to indentify a few successful eCommerce strategies and distinguish some of the roles of strategy versus implementation in building eBusiness.
CILO3	Assess at a superlative level about the financial performance of existing eCommerce businesses and evaluate the business's future chances of success in the near and long term	Assess reasonably and sensitively about the financial performance of existing eCommerce businesses and evaluate the business's future chances of success in the near and long term	Assess modestly and without great sophistication about the financial performance of existing eCommerce businesses and evaluate the business's future chances of success in the near and long term	Assess in a minimally sensitive about the financial performance of existing eCommerce businesses and evaluate the business's future chances of success in the near and long term
CILO4	Propose actionable, most suitable strategic analysis methods and tools in developing a framework for identifying electronic commerce opportunities	Propose relevant strategic analysis methods and tools in developing a framework for identifying electronic commerce opportunities	Propose some relevant strategic analysis methods and tools in developing a framework for identifying electronic commerce opportunities	Propose irrelevant strategic analysis methods and tools in developing a framework for identifying electronic commerce opportunities
CILO5	Propose in great details and substance a strategy and business plan for an eCommerce business	Propose in considerable details and substance a strategy and business plan for an eCommerce business	Propose in some details and substance a strategy and business plan for an eCommerce business	Propose in some details a strategy and business plan for an eCommerce business

Part III

Keyword Syllabus

1. Overview of a planning hierarchy: business strategy & plans (and the role of IS in their formulation), eCommerce strategy and plans.

2. eCommerce strategy: Understanding the objectives and strategies of various types of eBusinesses (including pure "internet players" and other "brick and click" players; identification of underlying business models; alignment of eCommerce strategy and business strategy (if applicable). Exit strategies (IPOs, buyouts, etc.). Spotting of new trends. Implementation: Forming a management team, securing of financing funds (financial backers, timing of financing rounds, assessing financial needs, etc.), hiring of staff, negotiation techniques (financial funding, equipment, etc.), timing/planning of advertising campaigns, managing website development/launch, assessing technical requirements (hardware/software), understanding of operations "behind" the website.

3. Financial performance assessment: Evaluation of financial statements and other (eCommerce specific) metrics (e.g. unique visitors, "stickiness", etc.). Future business success: specific eCommerce related evaluation concepts, development of business development forecasts.
4. Market/industry analysis: analysis of industry structures, assessment of impact of own business on industry structure; coping with strategies of other industry incumbents.

5. Business plans: Contents and structure; successful presentation formats.

Recommended Reading

Applegate, L.M., Austin R.D., Soule, D.L., Corporate Information Strategy and Management: Text and Cases, 8th edition, McGraw-Hill/Irwin, 2008.

Pearlson, K.E. and Saunders, C.S., Managing & Using Information Systems: A Strategic Approach, 3rd edition, John Wiley & Son, 2006.

Applegate, L.M., McFarlan, F.W. and McKenney, J.L., Corporate Information Systems Management: The Challenges of Managing in an Information Age, 6th edition, Irwin, 2002.

Ward and Griffith, Strategic Planning for Information Systems, 3rd edition, John Wiley & Son, 2002.