



Western

DAN Department of Management
& Organizational Studies

**Faculty of
Social Science**

Fall/Winter 2024/25 Course Syllabus

MOS 3325A Section – 001 **e-Commerce Strategy** In-Person

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1. Course Information:

1.1 Class Location and Time:

In-Person (SSC-3010 | Mondays 6:30-PM – 9:30PM) – See Brightspace Classroom Site for details.

1.2 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.

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's Designate (DAN Management Advisors) 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.

1.3 Accessibility:

DAN Department of Management & 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.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

1.4 Land Acknowledgement:

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

1.5 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.”

This regulation is in regard to the PREREQUISITE COURSES required.

2. Course Materials

- Course Pack: E-Commerce Strategy
- Additional materials are provided as web links via OWL

All course material will be posted to OWL: <https://westernu.brightspace.com/>

Students are responsible for checking the course OWL site (<https://westernu.brightspace.com/>) regularly for news and updates. This is the primary method by which information will be disseminated to all students in the class.

If students need assistance with the course OWL site, they can seek support on the [OWL Brightspace 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. **Please note that the use of electronic devices, including laptops and tablets during lectures is strongly discouraged.**

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).

3. Course Objectives and Format

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.

3.1 Course objectives

- 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

3.2 Course format

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.

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

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

4. 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.

5. Evaluation

The overall course grade will be calculated as listed below:

Business Intelligence Project (Due Oct 21, 2024 6:30PM)	20%	Group Project
Elevator Pitch (Due Nov 11, 2024 6:30PM)	15%	Individual Work
Final Project (Due Dec 2, 2024 6:30PM)	20%	Group Project
Final Exam (during examination period scheduled by the Registrar)	45%	Individual Work
Total (40% Group work 60% Individual work)	100%	

The overall course grade will be calculated as listed below:

Exams are **multiple choice in format**. The exam, in total, will be scheduled for **2 hours, consist of approximately 70 questions**, and is a **closed book examination. Dictionaries are NOT allowed into the examinations.**

CALCULATORS OR NO CALCULATORS (PICK ONE):

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

Other electronic devices of any kind (including cell phones, tablets and smart watches) are NOT permitted at the exam.

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 23, 2024 As noted previously, while there is no attendance or participation mark, individual attendance is critical to the success of group projects. Thus, **if a student has more than 3 unexcused absences, they will receive a 25% deduction on their individual mark for the final project.** Each **subsequent unexcused absence will result in a further 10% reduction** of their individual mark. These deductions are **applied exclusively to the student with unexcused absences** and **will not impact the marks of the other members** of that team.

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 as a sample template):

0:30	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
0:30	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.

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 2, 2024. 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.

Final Project Marking Rubric

The Final Project will be marked according to this rubric:

Elevator Pitch	10%
Advertising Models	10%
Personas	15%
Wireframes	15%
RBE Strategy	50%

Notes Regarding 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.

Elevator Pitch Marking Rubric

Paragraph 1: Defines the product value proposition	30%
Paragraph 2: Defines differentiated position	30%

Paragraph 3: Provides evidence-based value	30%
Paragraph 4: Offers a summary and call to action	10%

Project outline will be available via OWL

A Note Regarding Attendance

While there is no attendance or participation mark, your in-class attendance is expected. If you are feeling unwell, please do not attend but please do notify the Instructor. Additionally, given that class attendance is important to the success of group projects, **if a student has more than 3 unexcused absences, they will receive a 25% deduction on their individual mark for the final project.** Each **subsequent unexcused absence will result in a further 10% reduction** of their individual mark. These deductions are **applied exclusively to the student with unexcused absences** and **will not impact the marks of the other members** of that team.

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.

Please note that notifying the Instructor of an expected absence does not necessarily mean that absence is excused. Please refer to the University Policy Regarding Illness, Absence and Accommodation (Section 13).

General information about missed coursework

Students must familiarize themselves with the *University Policy on Academic Consideration – Undergraduate Students in First Entry Programs* posted on the Academic Calendar:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf,

This policy does not apply to requests for Academic Consideration submitted for **attempted or completed work**, whether online or in person.

The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar's webpage:

https://registrar.uwo.ca/academics/academic_considerations/

All requests for Academic Consideration must be made within 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows students to make one Academic Consideration request **without supporting documentation** in this course. However, the following assessments are excluded from this, and therefore always require formal supporting documentation:

- Examinations scheduled during official examination periods (Defined by policy)
- [Midterm/Presentation/Group Project (Designated by the instructor as the one assessment that always requires documentation when requesting Academic Consideration)

When a student *mistakenly* submits their one allowed Academic Consideration request **without supporting documentation** for the assessments listed above or those in the **Coursework with Assessment Flexibility** section below, the request cannot be recalled and reapplied. This privilege is forfeited.

Evaluation Scheme for Missed Assessments

When a student misses the Final Exam and their Academic Consideration has been granted, they will be allowed to write the Special Examination (the name given by the University to a makeup Final Exam). See the Academic Calendar for details (under Special Examinations), especially for those who miss multiple final exams within one examination period.

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student. If a student is unable to meet the scheduled make-up, then the student is responsible for obtaining new accommodations from Academic Counselling and seeking a new make-up date with the instructor within a reasonable time frame.

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 the 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.

6. Lecture and Examination Schedule

Sep. 9, 2024	Week 1: Introduction to e-commerce strategy
Sep. 16, 2024	Week 2: D2C and The Science of Shopping
Sep. 23, 2024	Week 3: What Is Strategy? (Final & Research Project groups assigned)
Sep 30, 2024	Week 4: National Day for Truth and Reconciliation – No Classes Held
Oct 7, 2024	Week 5: The Business Intelligence Project
Oct. 14, 2024	Week 6: Fall Reading Week – No Classes Held
Oct. 21, 2024	Week 7: The Retail Moment of Truth
Oct. 28, 2024	Week 8: Understanding Experience
Nov. 4, 2024	Week 9: Acquisition Strategic Fundamentals & Intro to Media Planning
Nov. 11, 2024	Week 10: Marketing Models, Social Media & Influencers
Nov. 18, 2024	Week 11: Retention & Support - The Base of the RBE
Nov. 25, 2024	Week 12: The Future of e-Commerce
Dec 2, 2024	Week 13: Final presentations

- Classes begin: September 5, 2024
- Fall Reading Week: October 12 – 20, 2024
- Classes end: December 6, 2024
- Exam period: December 9 – 22, 2024

7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: 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.

7.1 Respect

Please act respectfully towards the classroom, the instructor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the instructor. 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 your instructor.

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

7.2 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 instructor.

7.3 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 the written consent of your instructor.

8. Exam Policies

IN-PERSON

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

9. E-mail Policies

The following policies apply to all emails between students and the instructor. Please respect the fact that your Instructor receives hundreds of 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". Please note that a "Slack" channel may be set up to facilitate easier communications, and these policies apply in that medium as well.

9.1 UWO.CA Email Addresses Only

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

9.2 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 Instructor teaches different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

9.3 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

9.4 Unacceptable 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

10. Attendance

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

As noted previously, while there is no attendance or participation mark, individual attendance is critical to the success of group projects. Thus, **if a student has more than 3 unexcused absences, they will receive a 25% deduction on their individual mark for the final project.** Each **subsequent unexcused absence will result in a further 10% reduction** of their individual mark. These deductions are **applied exclusively to the student with unexcused absences and will not impact the marks of the other members** of that team.

10.1 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.

10.2 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.

11. 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.

You, the student, are responsible for the grades earned.

12. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the [Student Centre](#) website.

13. University Policy Regarding Illness, Absence and Accommodation

13.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration.pdf

Students can download the Student Medical Certificate (SMC) here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

13.2 Accessible Education

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here:

[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)

Students needing access to Accessible Education should register here:

http://academicsupport.uwo.ca/accessible_education/index.html

13.3 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request an accommodation for their absence in writing to the course instructor and/or the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible but not later than two weeks prior to the writing or the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays:

<https://www.edi.uwo.ca>.

14. University Policy on Cheating and Academic Misconduct

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

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.

Within this course, students are permitted to use AI tools exclusively for information gathering and preliminary research purposes. These tools are intended to enhance the learning experience by providing access to diverse information sources. However, it is essential that students critically evaluate the obtained information, exercise independent thinking, and engage in original research to synthesize and develop their own ideas, arguments and perspectives. The use of AI tools can serve as a starting point for exploring a topic, with students expected to uphold academic integrity by appropriately attributing all sources of information and avoiding plagiarism. Essays, written assignments and/or lab reports should reflect the student's own thoughts and independent written work. Students should also generate their own figures (e.g., graphs, diagrams) rather than using AI generated ones. By adhering to these guidelines, students contribute to a responsible and effective learning environment that promotes critical thinking, independent inquiry and all them to produce original written contributions. The same principles also apply to the use of translation software to support the writing the essays and other written assessments. When used, any such AI or translation tool should be used ethically and responsibly, and students must cite or credit the tools used in line with the expectation to use AI as a tool to learn, not only to produce content.

A copy of guidelines about how to avoid cheating can be obtained from the [Office of the Ombudsperson](#), Room 3135 WSSB, (519) 661-3573, ombuds@uwo.ca.

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. 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.

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.

15. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may then appeal to the Dean of the Faculty in which the course of program was taken.
4. 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 Office of the Ombudsperson.

16. Support Services

16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

16.2 Academic Concerns.

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