



**BOSTON  
UNIVERSITY**

**MET AD 648 ECOMMERCE - ONLINE**

*Spring 2016 January 19 – March 7*

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**COURSE OBJECTIVES:** The course provides a detailed examination of the history, infrastructure, security processes, social networking and marketing focusing on the strategic issues of digital business. A major focus relates to how businesses can successfully use digital technologies to achieve a comprehensive physical/digital competitive strategy. Students will depart the class with both academic and applied knowledge including application web design ability and understanding of how digital technologies are best utilized.

Read ALL the syllabus carefully to include appendix to fully understand detailed instructions and information



**INSTRUCTOR: KIP BECKER ([Meet Me](#))**

Dr. Kip Becker is an Associate Professor and Director of International Academic Initiatives for the Department of Administrative Sciences. He has published over sixty articles and book chapters both nationally and internationally in the areas of international management, Electronic commerce, strategy, brand value and reputation management. He is on the Board of the International Management Development Association, the Chief Editor of the *Journal of Transnational Management* and a co-editor of the *Journal of Euromarketing* for technology and Ecommerce. He has owned a waterfront restaurant and is president of Northwind Management International that has conducted management training and consulting with companies, governments and associations worldwide. Prior to entering academe' Dr. Becker's experience included positions with: TDX systems of Cable and Wireless Ltd. in marketing, the U.S. Department of Justice as a special task force member in the President Regan administration and as a U.S. army helicopter pilot during Viet Nam and Desert Storm. He holds a second degree black belt in Taekwondo. For a complete resume and publications: [www.bu.edu/GoGlobal](http://www.bu.edu/GoGlobal).

**COURSE LEARNING GOALS:** *At the course conclusion students will:*

- Will know the important technical issues (security, WEB and Internet systems, payment mechanisms, design, etc.) as well as the non-technical aspects (strategy, marketing) of Digital enabled business.
- Will be able to create a comprehensive Internet enabled business plan
- Will understand how technical and managerial skills are interwoven and be able to use application tools (WordPress) to create Blogs and websites. The purpose of learning these application tools is so the student can more fully understand the management and simple technical issues involved in creating and administering a “good and value added” business site.
- Gain a broad understanding of how web enabled business has created new international business models across all industry sectors; how businesses have used Internet technologies so as to create disruptive competitive advantages, and how Internet enabled business is affecting all aspects of operations, across all business sectors by altering the manner in which business is conducted.
- Further enhance virtual coordination team working skills through contributions through the development of the Live Company Case project and its presentation.

**REQUIRED TEXTS AND SOFTWARE:**

	<p><b><i>Start Blogging with WordPress.com: You can have a professional website for free!</i></b>          Kerry Butters, Andy Mckendry          [Kindle Edition] \$3 at amazon          I recommend this inexpensive online book to provide an introductory overview of WordPress. It is available by downloading the kindle app available for PC or Mac. NOTE: We are using the WordPress.com (not .org) version so if you consider additional reference materials watch for this difference.</p>
	<p><b>E-Commerce 2015, 11/E</b>          Ken Laudon, New York University, Carol Traver          ISBN-10: 0133507165 • ISBN-13: 9780133507164  <b>Note:</b> Earlier versions do not have some of the material found in 11<sup>th</sup> edition that could be on the exam.</p>

**Download the mobile apps on tablets and smartphones:** Adobe connect for (1) live classroom attendance wherever you are and (2) blackboard so you can access blackboard on mobile devices. Can be downloaded iTunes and Google Play Store.

Adobe link to mobile apps: <http://www.adobe.com/products/adobeconnect/apps/adobe-connectmobile.html>

**Training for Adobe Connect.** An important aspect of the class for live lectures and team communications.

Training available at: [https://onlinecampus.bu.edu/bbcswebdav/courses/00cwr\\_odelements/help/liveclassroom.html](https://onlinecampus.bu.edu/bbcswebdav/courses/00cwr_odelements/help/liveclassroom.html)

**WordPress Software Downloaded Free at <http://www.wordpress.com>**

We will use [WordPress.com](http://www.wordpress.com) for the design of a blog and website as it offers free software and hosting.

*Additional WordPress Learning Aids:*

- **Mini-Lectures Boston University** information services and technology ‘how to’ do things in WordPress
- <http://www.bu.edu/tech/services/comm/websites/www/wordpress/how-to/>
- **WordPress.com Website.** You will find excellent and easy to follow instructions on accomplish many tasks in the WordPress help area.
- **Dr. Becker YouTube videos** on starting WordPress  
[https://www.youtube.com/results?search\\_query=kip+becker++](https://www.youtube.com/results?search_query=kip+becker++)
- **YouTube Videos.** Aside from my videos there are many quite good self-help videos found through the YouTube search engine or Google inserting the question topic.

**LIVE CLASSROOMS LECTURES** – The course will have live classroom lectures. Review the weekly assignments for times and dates. Review the blackboard instructions relating to adobe connect prior to the live class time so you do not experience difficulties trying to join the session. The lectures are recorded but you are strongly encouraged to participate live for the “BU” experience. This is also a great time to ask questions as you will definitely see quiz and exam questions taken from the live lectures.

**COURSE GRADING:** (also see in Appendix: Grading discussion and assignment descriptions)

Your final grade will be based upon the total points you earn from the following distribution:

1. Blog (7%) and 4 discussions (4 total @ 7 percent each)	(35%)
2. Digital Business Strategy Paper:	(30%)
3. Presentation	(10%)
4. Final exam	(25%)
<b>Total available =</b>	<b>100%</b>

**See appendix for project description.** Students redesign a firm of their choice and organize an integrated competitive strategy to meet today’s digital challenges and opportunities.

*Strategy Project Milestones are listed in weekly assignments; they are not graded, or turned in individually. The purpose of the Milestones is to track the expected progress the team should be making toward project completion.*

**\*Note:** To assist the grading of projects requiring teamwork each student’s contribution to the project needs to be clearly defined. Each team member will complete The Team Member Rating Form providing feedback on team member contributions (see appendix: Individual Rating Form).

**GRADING – Further Information:**

Students receive numeric grades for each of the areas graded. This allows students to track performance throughout the course. When all grades have been finalized the instructor may determine a need to "curve" the final letter grade distribution. While there is no fixed number of grades in any one level in accord with BU and the College standards higher grades reflect an excellence in the understanding of class material, organization of thought and presentation. "A" level grades (A and A-) denotes superior top of class work by students who have distinguished themselves *above others* in the class.

**CLASS DISCUSSIONS: (See Appendix for full details and grading matrix)**

Discussion Expectation: You need to be active throughout the week. Your first post needs to be early (**Thursday at latest**) to stimulate discussion. You are then expected to comment on other's ideas in a manner that is value-added, engaging and improves the section's understanding of the topic.

Why have discussions and what I am looking for in the discussion? Online discussions should be like classroom discussions. That is to say, they should be an educated discourse and ongoing through the week with a focus on conversation. I DO NOT WANT a series of isolated individual "small papers" on topics but a *good* discussion that engages the class on the topic. *Posts* should be insightful, present some issues for others to consider, be valuable to the topic, and if you incorporate other's ideas then referenced (<http://www.apa.org>).

**COMPREHENSIVE EXAM:**

The comprehensive closed book and closed lecture final exam will cover information from lectures (online and live), discussions, readings and text. The lectures and book are "closed" as we what to know what you know not what the professor or text author know which seems reasonable.

Makeup exams are rarely approved as: (1) the exam has a broad time frame and can be taken from any location in the world and (2) it is a disservice to others in the class who have organized their schedules to take the exam in the time frame. Any request to make up the examination must relate to a tragic event that made fulfilling the requirement impossible.

**A Note Concerning Proctored Exam:**

The department requires proctored exams for our campus and online courses. By doing this we offer the assurance that all students are on an equal playing field during the examination process, that we know who is taking the exam and that conditions for the exam are consistent for everyone. Because of the proctored process you can feel confident that we have done everything possible to protect the quality of your Boston University degree. It is something that you can be proud of and distinguishes us apart from most other online programs. An additional consideration is that while we do not experience many technical difficulties, some happen. Students have found it reassuring that a proctor was available to verify the difficulty and assist in correcting it.

**ACADEMIC CONDUCT AND INTELLECTUAL HONESTY:**

This course will strictly follow the Code of Academic Conduct of Boston University. The Metropolitan College Bulletin link to the academic code must be read by all class students and is found at:

<http://www.bu.edu/met/for-students/met-policies-procedures-resources/academic-conduct-code/>

**ASSIGNMENTS AT A GLANCE**

To be fair to all students due dates are set into the software which will automatically not take material after the stated time.

<b><u>Week</u></b>	<b><u>Live Classroom Lectures</u></b>	<b><u>Discussions</u></b> First Post by Thursday evening Closes Monday (following week) at 6am EST	<b><u>Project</u></b>	<b><u>Presentation</u></b>	<b><u>Final Exam</u></b>
<b>1</b>		<b><i>Personal Blog Posted</i></b> Graded as Discussion Ready for student viewing by 6 am Saturday EST Ready for instructor viewing 6 am EST Monday (of week 2)			
<b>2</b>	<b><i>Tuesday #1</i></b> 8:30- 10pm ET	<b><i>Online Discussion 1: Infrastructure and Security</i></b>	<b><i>Milestone 1</i></b> <i>(not graded)</i>		
<b>3</b>	<b><i>Tuesday#2</i></b> 8:30-10pm ET	<b><i>Online Discussion 2: Marketing Communications Strategy</i></b>	<b><i>Milestone 2</i></b> <i>(not grade d)</i>		
<b>4</b>	No Live Class	<b><i>Online Discussion3: Outbound to Inbound Marketing</i></b>	<b><i>Milestone 3</i></b> <i>(not graded)</i>		
<b>5</b>	<b><i>Tuesday#3</i></b> 8:30-10pm ET	<b><i>Online Discussion 4: Designing the comprehensive physical/digital strategy</i></b>	<b><i>Milestone 4</i></b> <i>(not graded)</i>		
<b>6</b>			<b><i>Project paper posted by Wednesday 6am ET</i></b>	<b><i>Live Presentation: on Project</i></b> <i>Scheduled Thursday through Saturday</i>	<b><i>Team Rating Form Completed</i></b>
<b>7</b>					<b><i>Final</i></b>
<b><i>Total Value 100%</i></b>		<b><i>Blog &amp; 4 discussion @ 7% 35 percent</i></b>	<b><i>30 Percent</i></b>	<b><i>10 percent</i></b>	<b><i>25 percent</i></b>

## WEEKLY ASSIGNMENTS

### WEEK 1: January 19 - 24

#### INTRODUCTION TO ECOMMERCE, AND BLOGS

1. Text : Start Blogging with WordPress.com This is a good short reading for an overview of WordPress before you start
2. Loudon Text: Chapter 1: The Revolution is Just Beginning
3. Online Readings:
  - Lecture: Fundamentals of Ecommerce
  - Lecture: World of Blogs
4. Online assistance with WordPress
  - Mini Lectures Boston University information services & *technology* “how to” do things in WordPress <http://www.bu.edu/tech/services/comm/websites/www/wordpress/how-to/>
  - Use WordPress Help section for good explanations of many WP tasks
  - Selected YouTube videos from Getting Started with WordPress , Videos by Professor Kip Becker [https://www.youtube.com/results?search\\_query=kip+becker++](https://www.youtube.com/results?search_query=kip+becker++)

#### ASSIGNMENT:

#### **BLOG: Post the active URL to your blog and respond to other student blogs**

The assignment’s purpose is to get to know your classmates as well as to have you consider the attributes of a blog, its structure, content and organization from a management point of view.

**NOTE: Specifics found in syllabus Appendix: *Blog with WordPress Assignment***

*Due Dates:* By 6 am ET: Saturday: Blogs are to be ready for review by students.

By 6 am ET Monday (of Week 2): Comments to students Blogs & Blog ready for grading.

#### SEQUENCE

#### FIRST: CONSTRUCT A PERSONAL BLOG

1. Create discussion thread under week 1 discussion blog heading “*Posting of Blogs URL*” for your blog.
2. Name the tread - Use your first and last name as the name of your post. (e.g. Kip Becker)
3. In the post first line list: 1) Your name, 2) The title of your blog and 3) The hypertext URL of the blog location using *the “link” feature* so it can be clicked on and is active.

#### SECOND: VIEWING OTHER’S BLOGS

1. Now go to the Blogs of the other students in the group and post a note directly on their Blog a hello to let them know you have seen it.

#### THIRD: BLOG DISCUSSION:

1. Now go to the blackboard discussion area for each student blog and post to the student’s thread. Include 1. A welcome and 2. Comments about the Blog. Your comments should, of course, be organized in a positive manner and should include what is good and what could, in your opinion, make the blog better. Please recognize this is not a grading but your comments are assisting the blog author with thoughts on its construction.

#### FOURTH: REVIEW COMMENTS ABOUT YOUR BLOG AND MAKE IMPROVEMENTS

1. Review comments on your blog and make any improvements you like by 6amET Monday (week 2)

**WEEK 2: January 25 – January 31****THE DEVELOPMENT OF THE INTERNET: WHY IT WAS DEVELOPED, WHO SHAPED IT, AND WHO CONTROLS****Online Live Lecture #1:** Tuesday 26<sup>th</sup> 8:30 – 10 pm ET (will be recorded)

Welcome course overview, lecture on history and infrastructure (WEB and Internet)

**Loudon Text: Chapter 3 Ecommerce Infrastructure and 8 Ethical, Social and Political Issues**

Online Readings

Online Video **What Net Neutrality Means for You (who pays and how much for service?)**<https://www.youtube.com/watch?v=2psly3euy78>

Lecture: The Structure and Operations of the Internet

**ASSIGNMENT:****Online Discussion 1: Infrastructure and Security**

The discussion is based on the videos below and questions for the week are provided in the online discussion area. Video for week 2 discussion:

Cyberespionage: The Chinese Threat (building an internet is not enough, it must be secure as well)

<http://www.youtube.com/watch?v=Js52FjOsgPA>**Milestone. Organizing the Case Strategy Project Assignment (Specifics found in Appendix)**

Milestone assignments are not turned in but serve as a reminder of where your minimal progress should be. This week you will be assigned to a team by your facilitator. Your team will be responsible for the Company Repositioning Strategy Paper, website project paper and live presentation.

This week you are to meet your team, select a company that you will do your project on and decide on the URL of your site (existing Blog site or new location). There is information in the Syllabus appendix relating to the paper as well as issues that a firm would use to organize a company strategy and website.

**WEEK 3: February 1 – February 7****TOWARD A MARKETING STRATEGY:, DEVELOPING COMMUNICATIONS AND BRANDS****Online Live Lecture #2:** Tuesday Feb 2<sup>nd</sup> 8:30 – 10pm ET (will be recorded)

- **Loudon Text: Chapters 6 Marketing and Advertising and Chapter 7**
- Online Readings:
  - Developing Communication and Branding Design Considerations

**ASSIGNMENT:****Online Discussion 2:** Marketing Communications Strategy

The discussion is based on the videos listed below and questions for the week are provided in the online discussion area.

**NBA: Competing on Global Delivery with Akamai OS Streaming**<https://www.youtube.com/watch?v=OZkyz-gChnl>**Mint Returns for Goodwill's eBay Auctions of Thrift-Store Finds**<http://www.youtube.com/watch?v=u1sx1SZVuwg>

**Milestone.** This week you will be working on the marketing, marketing communications and advertising components as they relate to the strategies of your company.

**WEEK 4: February 8 – February 14****TOWARD A MARKETING STRATEGY CONTINUED: CONSUMER RELATIONSHIPS, DEVELOPING BRANDS AND PROTECTING IMAGE****Loudon Text: Chapter 11 pages 703- 720 and 728-742**

Shift from outbound to inbound marketing and understanding business use of social networks

**Online Readings**

- Lecture: Social Media Brand Reputation Management
- Social media carve ads niche (Financial Times 11/30/ 2013 12)

**ASSIGNMENT:****Online Discussion 3: Outbound to Inbound Marketing**

The discussion is based on the videos below and questions for the week are provided in the online discussion area. The marketing discussion topic is extended this week so you will want to go into further depth with your discussions building on last week's ideas.

**Coke Marketing (part 1)**

[https://www.youtube.com/watch?v=LerdMmWjU\\_E](https://www.youtube.com/watch?v=LerdMmWjU_E)

**Coke Marketing (part 2)**

<https://www.youtube.com/watch?v=fiwIq-8GWA8>

**The Power of Like**

<http://www.youtube.com/watch?v=KzghZOIIN40>

**Milestone.**

You will want to incorporate the many issues relating to social networks (SN) to your Company Repositioning Strategy Paper as they relate to the business strategy of the firm. Social media and reputation management should be broadly reflected. Include what the strategy will be for the different social network communication platforms.

**WEEK 5: February 15 – February 21****DESIGNING THE COMPREHENSIVE STRATEGY:  
INTREGRATING PHYSICAL AND DIGITAL STRATEGY**

- **Online Live Lecture #3: Tuesday 16<sup>th</sup> 8:30 -10pm ET (will be recorded)**  
Lecture on strategy with a discussion of Final Exam, Presentations and Student Questions

**Loudon Text: Chapter 2, and 12****Online Readings**

- Lecture: Business Strategy
- Amazon.com audio interview Public Radio/On Point
- Financial Times on Amazon.com
- Postal Service to deliver for Amazon on Sundays (Boston Globe 11/11/13 B7)
- Drive-through groceries (Boston Globe 11/29/13 B6)
- Sears Bets Big on Technology at Expense of Stores (Suzanne Kapner, WSJ 12/17/04, A and A4)

**ASSIGNMENT:****1. Online Discussion 4: Designing the comprehensive physical/digital strategy**

Milestone. This week you should be in the final stages of discussing how the integration of physical and internet strategies combine to form the firm's comprehensive strategy. A strategy designed to compete against competitor's innovations as well as meet the increasing sophistication of consumers.

**WEEK 6: February 22 – February 28.**

**SECURING BUSINESS AND TRANSACTIONS AND PAYMENTS**

- **Loudon Text: Chapter 5 Security and Payment Systems**
- **Online Readings:**
  - Security

On Point WBUR Recording on Mobile Money: *Wallet-To-Wallet, Peer-To-Peer: A Digital Payments Boomlet*

**IBM Zone Trusted Information Channel (ZTIC)** <http://www.youtube.com/watch?v=mPZrkeHMDJ8>

**Open ID and Web Security** <http://www.youtube.com/watch?v=xcmY8Pk-qEk>

**ASSIGNMENT:**

Company Written Project is posted to the assignments section for the week **by Wednesday 6 am ET.**

1. Create a team thread in the discussion area titled **“Posting of Website Addresses and PPT for Your Presentation”**. Team PowerPoint presentations are posted no later than the day before the presentation. Website posting information: the website URL is posted to “Project postings” section in blackboard discussion area by Wednesday 6 am EST for student's review prior to presentation.
  1. In the discussion thread list the: 1) name of the team members, 2) the name of your company site and 3) the website address as an active link and post PPT of your presentation if you are using one.
  2. Use the “Team scheduling for presentation” located in the “My Groups” area to schedule your presentation time with your facilitator.
2. Live presentation. (recorded) Teams present their paper and web project as an “Executive Summary”. Presentations will be **Thursday through Saturday**. Each team is expected to 1) to present the site in a 15-minute presentation with 5 additional minutes for questions.

**Presentation attendance:** Each student is encouraged to attend all section presentations but must attend a minimum of 2 presentations. Presentations are graded for thoughtfulness, coverage of the lecture material, as well as their website content, format, layout, and consistency as it relates to addressing the overall strategy of the company. You are to assume this presentation is to firm's board so you want the presentation to be professional, concise and without technical problems. I strongly suggest practicing using Adobe Connect to make certain that your system is configured correctly and you understand the presentation screen and audio connections

**WEEK 7: February 29 – March 7**

**Exam: Wednesday – Saturday (closes 11:59 pm ET)**

**COMPREHENSIVE EXAM**

The exam is *structured to promote and reward learning, thinking and understanding. This will require memorization* of important issues and terms as well as the *ability to discuss concepts in an informed manner.* Exam is fill in blank, multiple choice, true/ false and short essay.

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**CONTINUED: PLEASE SEE FOLLOWING SYLLABUS APPENDIX**

## **APPENDIX: BLOG WITH WORDPRESS ASSIGNMENT**

The goal of introducing you to the blogging community is not so much for you to have a personal blog as to set up an assignment that is fun and interesting to learn the concepts of blogging and how companies can use them to interact with consumers as well as how an unsatisfied consumer can damage brand reputation. Blogs are, of course, just one tool. A truly progressive company, wise in internet awareness, might utilize several approaches of consumer involvement each designed to reach a specific consumer need in a different manner.

You are to produce a simple personal blog site (a one-page blog) to introduce yourself to your classmates using WordPress ([HTTP://WWW.WORDPRESS.COM](http://www.wordpress.com)). This is because we will use the WordPress product later in the class make a website, it is free software and provides hosting. You can provide pictures of your dog or of your kids, so we can get to know you better. Depending on how sophisticated you wish your site to be the time requirement to accomplish your blog should run generally about four hours. With practice you can establish a very nice site in less than an hour. I am sensitive to privacy concerns of some students so limit what you feel comfortable posting and, if you desire to do so, you may take down your blog at the beginning of the third week.

### **BLOG ASSISTANCE:**

- **WordPress.com Website.** WordPress is widely used (and owned by Google) you will find excellent and easy to follow instructions on accomplish many tasks in the WordPress help area.
- **Mini-Lectures Boston University** information services and technology ‘how to’ do things in WordPress <http://www.bu.edu/tech/services/comm/websites/www/wordpress/how-to/>
- **YouTube Videos. Dr. Becker YouTube videos** on starting WordPress [https://www.youtube.com/results?search\\_query=kip+becker++](https://www.youtube.com/results?search_query=kip+becker++)  
Aside from my videos there are many quite good self-help videos found through the YouTube search engine or Google inserting the question topic.

### **MINIMUM BLOG EXPECTATIONS**

1. Have WordPress host your blog unless you have your own server availability
2. Create a title and description
3. Format date and tracking information
4. Create individual blog entries with comments area
5. Create links to relevant information/other sites if warranted
6. Create a profile with photo(s). Here I will leave it up to you to determine the extent of personal information that is posted
7. Publish your blog
8. NOTE: For greater exposure list blog with directory service and note in your post one(s) one listed with.

### **On to Making Your Own blog**

I want you to have the experience of actually designing your own blog for several reasons.

1. Companies need to understand the power of blogs, how easy they are to create and the positive, or negative effects, they can have on the firm. Perhaps you will run the company blog and be envied by your peers.
2. By learning to create a blog you will essentially walk through what blogs are all about and the management issues involved in a way that is more meaningful than my trying to tell you about this.

3. You will leave the week with an “*I understand the issues*” as well as an “*I can do that*” feeling which is normally more satisfying than, “*I can talk about that*” ever is.
4. Creating a site personality is good way for you to start thinking about web design by considering the issues involved with the selection of colors, page style, fonts, links and the like.

### **1. POSTING YOUR BLOG:**

Development of a personal blog with the blog location http: address is to be posted to the **Internet course site no later than Saturday 6 am ET of Week 1 AS A HYPERLINK**. While the site must be up by Saturday, **you may make changes until Monday morning at 6 am ET**. Monday is when the site will be reviewed by your facilitator for grading.

You need to get the blog up no later than Saturday so your fellow classmates can get to know you personally. Post your site location as an active link in using the **HTML and LINK** features of the site to the Week 1 Discussion number 1 "Posting of blogs and Comments." Assuring you use a hyperlink (not just an address) will allow your classmates to directly access your blog rather than having to cut and paste to get to your blog. Having to cut and paste addresses will not be pleasing to those that want to view your work so failure to have an active link will result in a downgrading.

### **2. MAKING COMMENTS TO OTHER BLOGS:**

Each student will make comments to each of the group member's blogs in two different locations.

**First (1) Make a short personal comment on the student's blog then**

**(2) Post in the discussion thread (where student posted their blog address) specific comments relating to the blog itself.** Your comments should be positive in nature and can respond to the personal information (e.g. "Hi John, I am also from California and also work in the financial area") and the blog itself (e.g. nice use of colors to make your point. The theme and color structure enhance each other). This will also help everyone to begin to think critically about what constitutes a good blog. Try to leave a personal positive note about something you liked about the blog and something that might be improved (and why). Remember you are NOT evaluating the blog. You are simply trying to provide helpful insights and learn from reviewing the different blogs.

## **APPENDIX: Digital Repositioning Strategy Project:**

### **The Situation:**

- The CEO of the firm you selected has hired your team to help address the changes the firm must make to remain competitive now and in the years ahead. The president is from the “old 4Ps school” but recognizes that the internet and digital technologies have brought significant changes to the old business model. That the company must begin to adapt now to not only compete but to survive. The CEO needs help with the many aspects that must be considered to take on the repositioning challenges necessary. Your team has been hired to provide a comprehensive report defining the different aspects of the firm’s comprehensive physical and Internet enabled strategy as well as provide an executive summary presentation to the board of your findings and suggestions. Assure that the paper’s structure is logical, clear, and well aligned with the information covered in the course.

### **The Type of Firm Selection:**

You will select a “for profit” or a “not-for-profit” company. I prefer “real” companies but am open to a new company the team might like to develop. If you choose an existing company, I would like you to contrast the actual company strategy (as you have determined it to be) with your considerations of what a “better” comprehensive digital/physical strategy would be.

### **For Teams to Consider:**

- The course uses WordPress.Com as the software and hosting is free. Being free you will find it limited in function. An enhanced version, WordPress.org, is available as a “for pay” service and provides a fully functioning site with a shopping cart and other business applications. We use WordPress.Com as it provides basic technical skills and is a good platform for site management decision making discussions. WordPress.Org’s limitations serve to keep the project at a consistent level so as to be fair to students with different technical levels/backgrounds. I expect a professional looking and well organized site, however, I *do not want* teams to attempt to increase grades by inserting payment based Apps. The objective of the project is not to “out app your classmates” but to gain managerial insights. This is important as the website is only one aspect of the Live Case Project and, as such, needs to have limits on the time devoted to it since a site can endlessly be improved.
- Teams need to specifically note which team member was responsible for what specific tasks? This must be clear in the paper and presentation.
- Note the timeline milestones for deliverables. This is a significant project so be sure to be managing the progress and provide for a comfortable margin. The milestones will state where the team’s progress should be. Keeping on track is your responsibility.

### **Expectations for the Presentations:**

1. A live executive summary presentation (recorded) of the team paper that discusses the company’s strategic combined physical and digital strategy for both competitive advantages as well as consumer value.
2. Each student is encouraged to attend all section’s presentations but must attend a minimum of 2 live presentations of the other teams.
3. During the live presentation, each team member is expected to be active in the discussion of the page they designed as well as in the overall business strategy discussion. Presentations are graded for thoughtfulness, coverage of the lecture material, as well as their website content, format, layout, and consistency as it relates to addressing the overall strategy of the company.

4. You are to assume this presentation is to firm's board so you want the presentation to be professional, concise and without technical problems. I strongly suggest that your team review the instructions posted in the Blackboard course. Teams should practice using Adobe Connect to make certain that your system is configured correctly and you understand the presentation screen and audio connections.

### **Expectations for the Paper:**

- Paper maximum length: 10 pages – there can be an appendix it is not to serve to get around the 10 page limit but provide reference information to support the paper when desired.
  - Each member of the team is to contribute a page to the website and a specific section to the paper.
  - Be sure to demonstrate how digital strategies enhance the overall company ability to meet consumer expectations.
  - Presentation length: 15 minutes (maximum 7 slides) with 5 additional minutes for questions.
1. The development of a team company repositioning paper to address the current and future challenges
  2. Website designed to reflect the changes made and company's goals in relation to consumer needs.
  3. Development of social media communications if appropriate.
  4. When organizing the structure of the paper consider the items below to assist in the paper structure, presentation organization and thinking on the development of your site. Some of the issues you will discuss in your paper will not be incorporated in your actual working website (*e.g.* security, shopping carts, databases, etc.) due to knowledge, time and site limitations. The team should, however, provide a brief discussion of these items and a description of what you would do if this was an actual project to demonstrate your understanding of the issues.

### **Paper Considerations:**

The team paper will provide a discussion of the current situation, competition and the proposed firm's overall combined physical/digital strategy including positioning, distribution, marketing, social network and website issues. The paper includes the course content as it relates to:

#### 1. Company Information considerations:

- Description of the organization's information culture (attitudes towards information, information sharing, information load, information politics, information norms)
- Definition of the primary audience and whether there are potential secondary users
- Understandable demographics of the audience (age, sex, location if regional)
- Psychographics (metrics, like behaviors or psychological aspects of consumers)
- Primary user of the product or service
- Company strategic positioning for consumers and against present and future competitors

#### 2. Infrastructure considerations:

- What are the physical and Internet aspects of the firm and how do these interrelate to accomplish the company's overall strategy? The infrastructure issues relating to "back office" applications, such as security issues, personal information database collection, storage and use, cookie management, and shopping cart needs. You will want to include a discussion of the platform the site may be primarily viewed (PC, netbook, phone, etc.)

#### 3. Discussion of supply chain activities, product distribution,

- Marketing considerations, sales & consumer interactions. Types of advertising being considered.

#### 4. How website is designed to meet the company's objectives and strategy

- The purpose of the site and how it is organized to assist with the accomplishment of the overall company strategy. The paper should underscore how the site has been designed to enhance the consumer/viewer relationship/interact.

#### 5. Supporting Internet communication activities

- Such as social network and relationship building with the consumer.

#### 6. Company Physical and Internet integrated strategy issues both current and future.

- This is a central issue to your paper as it relates to the current and future competitiveness of the firm as well as the company's attractiveness to consumers. Who are competitors and how are

they positioned? What are the future activities for competitiveness: how will the firm be structured and what activities will be important to maintain or achieve competitiveness?

- The Team's website design, and the individual pages of the site, should facilitate information access and navigation. The functional features, or applications, should be logical in their flow, design, and application while effectively supporting both the purpose of the site and strategy of the firm.

## **APPENDIX: DISCUSSION GRADING**

Why have discussions and what I am looking for in the discussion

Online discussions should be like classroom discussions and offer a value added analysis. That is to say, they should be an educated discourse and ongoing throughout the week. To assure that we have discussions and you are the discussion grading will reflect not only the initial posts but also how the student interacts throughout the week. Understanding what others believe, and why they believe it, is equally (if not more) important and may be what education is really all about. In discussions we strive to provide an interaction as similar to the classroom as possible.

Score	Description of Minimum Expectations for Grading Each Week's Discussions
90 - 100	<p><b>Exceptional Participation – Met all of these conditions:</b></p> <ul style="list-style-type: none"> <li>• Made original contributions and actively responded to other students in week's discussions and did so in an engaging and frequent manner. Student is engaged in discussions throughout the week and is commenting on others as well as submitting own work. Student used effective communication, which was concise and powerful, and did not get lost in technical matters or distracted by superficialities. The online behavior of the A-level student would be similar to a face-to-face classroom student that is actively engaged, well prepared with the week's readings, and involved throughout the class session. This grade reflects superior work at the top of the class level in content and presentation.</li> </ul> <p><b>Exceptional quality of comments / discussion</b></p> <ul style="list-style-type: none"> <li>• Displayed originality, clarity, and persuasiveness, and insightful application of course concepts to usefully illuminate the situations and topics under discussion. Brought in new insights and creative application of the readings.</li> <li>• Is insightful and writes post that others wish to become engaged in.</li> <li>• Application of concepts appears logical and meaningful. Use seems organic, not forced or containing a string of concepts thrown in without clear relevance. Shows deep thinking and maturity, rather than just "going through the motions."</li> <li>• "Additive." In addition to his/her own original insights, student built on or usefully added to the insights of fellow students. Explored the comments of others and made very thoughtful contributions to their postings.</li> <li>• Contributions do much more than merely recite the obvious facts of a case discussion or make recommendations without a clear basis for them.</li> <li>• Posts explicitly and efficiently (swiftly and clearly, not belabored) show logical analysis or distillation of how the relevant aspects of the situation fit together, which concepts from the course describe them, and where they lead, and how any recommendations he/she makes flow from their analysis and specific concepts.</li> <li>• Timing. Participation was early enough in the discussion week to have been read by most others and engaged others to explore the topic further.</li> <li>• Consistency. Several exceptional-level contributions were made during the week.</li> <li>• Shows awareness of key concepts and how to logically extend them for dissection or deconstruction, and understands the situation and topic of the assignment;</li> <li>• Uses the concepts correctly and organically (i.e., not just throwing in strings of concepts, but being clear in their relevance and use).</li> <li>• Anticipates potential objections or questions to your analysis, recognizes the broader implications of what you are saying.</li> </ul> <p>This level of assessed superior performance for the week typically represents about 20% of each Facilitator group, and is divided into A and A- grades based on the subjective appraisal of your facilitator.</p>
86-89	<p><b>High level Participation – Met all these conditions:</b></p> <ul style="list-style-type: none"> <li>• Actively responded to several other students in week's discussions for each topic and did so in an engaging and frequent manner. Was involved actively throughout the week building on others discussions and making own submissions. Student used effective communication, which was concise and powerful, and did not get lost in technical matters or distracted by the superficialities.</li> <li>• Submissions added a high degree of value.</li> </ul> <p><b>High quality of comments</b> – Much the same as for Exceptional, but without demonstrating quite the same consistent degree and totality of originality, insight, persuasiveness, meaningful application of theory, fluid logic of analysis and strong recommendations, additive contribution to the posts of others, and pro-active timing, as described above.</p>

80 - 85	<p><b>Average Participation – Met these conditions:</b></p> <ul style="list-style-type: none"> <li>• Actively responded to several other students in week's discussions for each topic of the week and did so in an engaging and frequent manner. Is involved actively throughout the week building on others discussions and making own submissions. . Effective communications which are concise and powerful so do not get lost in technical matters or get distracted by the superficialities.</li> <li>• Submissions added a high degree of value. <b>High quality of comments</b> – Much the same as for Exceptional, but without demonstrating quite the same consistent degree and totality of originality, insight, persuasiveness, meaningful application of theory, fluid logic of analysis and strong recommendations, additive contribution to the posts of others, and pro-active timing, as described above.</li> <li>• Student has been active in discussions during week and made contributions building on or responding to other's comments.</li> <li>• Often these comments are accurate but mostly repeat what is obvious or already in the reading or implied by previous discussion.</li> </ul>
70 -79	<p><b>Lower Level Participation to Minimal Participation Met all these conditions:</b></p> <ul style="list-style-type: none"> <li>• Actively responded to a few other students in week's discussions for each topic. Tended to respond toward the end of the period so that it was more difficult for others to respond to the comments</li> <li>• Limited responses to other students in week's discussions for each topic. Would be considered to be generally below the average contributions of the class.</li> </ul> <p><b>Lower quality of comments</b>– Student has been active in discussions during week and made some contributions building on other's comments, but less of a creative or insightful quality. Often tends to be opinion not substantiated with evident logic rather than new material of a value added nature Generally students whose level of relative quality is assessed at B- or below.</p> <ul style="list-style-type: none"> <li>• Infrequent postings or lack of response to other student' submission and/or low quality of comments</li> <li>• Student has been in the discussion during the week but tends to repeat others or make unsubstantiated opinion statements, or statements not clearly relevant to the discussion and topic. Quite below average postings.</li> </ul>
Less than 70	<p><b>Inadequate Participation</b></p> <ul style="list-style-type: none"> <li>• No participation or very limited participation without contribution or recognition of others and would be considered failing level work.</li> </ul> <p><b>Below acceptable quality of comments</b> – Student's postings do not contribute to the knowledge of the course, and do not seem to indicate that they have read or thought about the case or the topics at hand. Postings are well below average as they restate information or provide personal opinions.</p>



**INDIVIDUAL TEAM MEMBER RATING FORM**

Email this form directly to your facilitator

TEAM LIVE CASE STRATEGY PROJECT NAME \_\_\_\_\_

(PRINT)

YOUR NAME \_\_\_\_\_

(PRINT)

This purpose of this form is help team members point out those individuals that deserve recognition due to their (a) superior contributions as well as those that did not contribute to an expected team level.

Please rate each group member's overall contribution by providing a score of 1, 2, 3, or 4 (highest level).

It is important to note that you are not grading your team mates. You are providing valued guidance that reflects, as well as possible, each member's contribution to the team's overall performance. That is to say a score of 4 is not a grade of "A" and score of 3 is not a grade of "B".

**INDIVIDUAL RATING SCALE:**

4. Means team member contributed more than rest
3. Means team member contributed same as most others
2. Means team member contributed less than most others
1. Means team member did not contribute

**Team Member Rating (4 being highest and 1 the lowest rating)**

LAST NAME NAME	FIRST	1, 2, 3 OR 4 GRADE	COMMENTS
1. YOU:		GRADE YOURSELF:	
<b>OTHER TEAM MEMBERS (PRINT)</b>			
2.			
3.			
4.			
5.			
6.			