# EMB 541 E: E-Business Strategy/ e비즈니스 전략

**Instructor:**

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**Class Hour:** **Friday 15:00 – 18:00 Class Room (Supex 301)**

**Office Hours: By Appointment**

**Course Description:** This course is intended to provide EMBA students with an overview of the electronic business (e-Business) phenomenon sweeping through the global economy. Online and mobile businesses attract entrepreneurs, and possibility of quickly achieving scale. These opportunities are equally attractive to existing businesses seeking growth and innovation potential in the internet and mobile economy. Yet, online and mobile ventures pose distinctive management challenges. For one, they are often grounded in network effects, requiring mobilization of many users to deliver value. In many industries, powerful firms already control key online platforms: Google, Facebook, Apple, Amazon, Microsoft, and others. The course explores two opposing perspectives on market power: how dominant providers can expand their positions and respond to threats, and how upstarts can find opportunities in the face of seemingly-omnipotent incumbents.

**Learning Objectives:** Upon successful completion of the course, students will be able to:

1. Explain the "megatrends" digital technology has brought to the era we live
2. Describe how electronic business affects the strategic intent and operations function of the firm;
3. Know how to start and manage new online businesses
4. Understand how to enhance existing business's sustainability by embracing online and mobile economy

**Secondary Objectives of Skill Sets**

Through the semester, students will sharpen their essential skill sets for effective business leaders. They include:

1. Effective Communication (oral and written communication)
2. Analytical Thinking from Case Studies
3. Synthesizing Different Disciplines

**Pedagogical Methodology**

What business education should try is to nurture students to learn by themselves amid of high uncertainty. In high tech environment where relentless changes take place, new business leaders should have clear vision to see through big pictures out of noisy information loaded with hypes and fads. Therefore, this class will not be *taught* by the instructor but be *learned* by students themselves by active research, case project, and class discussions. What the instructor will do to (i) outline topics, (2) suggest discussion topics of conflicting views, and (3) point some references for students' research.

**Textbook and Readings:**

- Coursepack

**Class Components:**

Components of the course include: lectures, discussions, case analysis, group tasks and presentations, etc.

**Grading Policy:**

Your final grade will be weighted as follows:

| | |
|---|---|
| Case Analysis & Debate (group) | 20% |
| Term Project (group) | 25% |
| Final Exam (individual) | 35% |
| Class Participation (individual) | 20% |
| **Total** | **100%** |

**Case Analysis and Debate**

Your group is expected to work on two assigned cases. For one assigned case, your group is expected to do a 15 minute short presentation and compete against other group in the form of case debate. For the second assigned case, your group does not have to present, but must submit the solutions and recommendations to posted questions. More detailed instructions regarding the case analysis and debate will be provided in class.

Student Responsibilities:

•**Read**: Complete the assigned readings and case preparation prior to class.

•**Think**: Critically analyze all of the material presented in this module and ask key questions such as:

- Why is this being presented?
- What are the key problems and solutions discussed in the case?
- What are the company's SWOTs?
- How could the company or the manager have done better?
- Are there other ways to approach this problem?
- What are the current issues surrounding this company?
- What lessons can we learn from this case?
- Add any other questions that are appropriate for the case discussion

Be prepared to discuss your answers to these questions. Instructor may also post specific case questions.

•**Discuss**: Participate in class discussions and case analyses.

- All assignments should be handed in at the beginning of the class. Late assignments will be penalized with a minimum 20% markdown. This helps both you and me to stay on schedule and is only fair to everyone else who hands in his or her work on time.
- You are responsible for maintaining BACKUPS of all your assignment files until the end of the semester.

**Attendance:**

- Class attendance during regular lecture hours is required. You will be expected to arrive in time and to remain in class until the end. If you must arrive late or leave early, please inform me or the TA beforehand. Late arrivals and early departures as well as missing classes will negatively influence your class participation mark.

- If you must miss a class, inform me beforehand either by calling or via e-mail (preferred). There will be NO "MAKEUPS" for any work missed without a legitimate excuse. You have to provide the proof of a legitimate excuse (e.g. doctor's note) to get a chance for makeup.

- If you entirely miss more than 3 class meetings without legitimate reasons, your course grade will be an F regardless of other work.

- Don't forget to sign on attendance sheets (No credit for any "forgot-to-sign" claims)

- Note that poor attendance may also critically affect your participation points, and therefore your final grade.

**Final Exam:** The final exam will be based on all lecture slides (most important), cases, and other reading material covered during the class. This exam will focus on testing your understanding and application of organizational, managerial, and technological concepts. More detailed guidelines about the exam will be provided later.

- If you are involved in cheating or plagiarism on an exam, or assignment, you will LOSE WHOLE POINTS for the exam or assignment and be reported to an appropriate university committee or authority.

**Re-grade Policy:**

Requests for re-grading an exam or case analysis must be made within one week of the date upon which the graded examination or the case is returned to the student(s). To request a regrade, attach a written explanation of the potential problem with the grading to the (entire) exam, and submit it to your TA. Regrading may not be limited to the part of the exam which is discussed in the written explanation. Regrades will be carried out by the Instructor or TA.

**Discussion participation:** Considering the interactive nature of the class sessions, class participation is an important part of the learning experience in this course. Students are expected to come prepared to participate in the class discussions and all students are expected to contribute in class. Note that participation points count 20% of your final grade.

**Term Paper Project:** Your team (**a group of 4 people**) will research and analyze an emerging IT (i.e., a prominent e-technology, e-technology management issue) for the class. The oral presentation should be suitable for management audience rather than for techies, and should focus on the managerial and business aspects of the chosen technology. Detailed instructions are given at the end of this syllabus.

## Course Schedule: Information Systems

* Note that this week-by-week scheduled program is tentative and subject to change as the class progresses. I will notify you of any schedule-related changes in advance if such events occur.

* The reading material can be modified as we progress. You will be notified of any changes in advance.

| Week | Topics | Cases |
|---|---|---|
| 1 (Aug. 30th) | Course Overview & Digital Transformation | |
| 2 (Sep. 5th) | No Class (Choo-Suk Holiday) | |
| 3 (Sep. 12th) | Electronic Markets, E-Businesses, and Network Effects | 💣 **Project team formation (email this information to TA)** |
| 4 (Sep. 19th) | E-Business Strategy and Competition | 🗐 Case 1 (debate): Amazon, Apple, Facebook, and Google |
| 5 (Sep. 26th) | Platform-based Competition | 🗐 Case 2 (write-up): Research In Motion |
| 6 (Oct. 3rd) | No Class (National Holiday) | |
| 7 (Oct. 10th) | Mobile Strategies (I) | 💣 **Project proposal due (Oct. 10th )** |
| 8 (Oct. 17th) | Mobile Strategies (II) | 🗐 Case 3 (debate): Bank of America |
| 9 (Oct. 24th) | Social Media Strategies | 🗐 Case 4 (debate): Sephora Direct |
| 10 (Oct. 31st) | Internet of Things (IoT) and A Right Strategy | |
| 11 (Nov. 7th) | *Guest Speaker (tentative)* | |
| 12 (Nov. 14th) | Big Data & Business Analytics for E-Businesses (I) | 💣 **Project follow-up due (Nov. 14th)** |
| 13 (Nov. 21st) | Big Data & Business Analytics for | |

| | | |
|---|---|---|
| | E-Businesses (II) | 🗐 Case 5 (debate): Dr. Tim's Premium All Natural Pet food |
| 14 (Nov. 28th) | Social, Digital, and Smart Strategy for e-Biz & Course Summary | 🗐 Case 6 (write-up): Nike |
| 15 (Dec. 5th) | Term Project Presentations | |
| 16 (Dec. 12th) | **Final Exam** | |

# Reading List

Week 1 (Aug. 30th)- Course Overview & Digital Transformation

Week 2 (Sep. 5th) – No Class (Choo-Suk Holiday)

Week 3 (Sep. 12th) –Electronic Markets, E-Businesses, and Network Effects
*Required*:

Week 4 (Sep. 19th)–E-Business Strategy and Competition
*Required*:

- ✓ Case 1 (**debate**): "Amazon, Apple, Facebook, and Google," HBR (513060-PDF-ENG)

Week 5 (Sep. 26th)- Platform-based Competition
*Required*:
- ✓ Case 2 (write-up): "Research In Motion: The Mobile OS Platform War," HBR (613001-PDF-ENG), 2014
- ✓ Article: Strategies for Two-Sided Markets, HBR (R0610F-PDF-ENG), 2006

Week 6 (Oct. 3rd)- No Class (National Holiday)

Week 7 (Oct. 10th) – Mobile Strategies (I)

Week 8 (Oct. 17th)- Mobile Strategies (II)

- ✓ Case 3 (**debate**): "Bank of America: Mobile Banking" HBR (510063-PDF-ENG), 2012

Week 9 (Oct. 24th)- Social Media Strategies

*Required*:

- ✓ Case 4 (**debate**): "Sephora Direct: Investing in Social Media, Video, and Mobile," HBR (511137-PDF-ENG), 2012
- ✓ http://www.ted.com/talks/jan_chipchase_on_our_mobile_phones.html (TED)

Week 10 (Oct. 31st) –Internet of Things (IoT) and A Right Strategy

Week 11 (Nov. 7th)- *Guest Speaker*

Week 12 (Nov. 14th) Big Data & Business Analytics for E-Businesses (I)

*Required*:

- ✓ McKinsey report: http://www.mckinsey.com/insights/mgi/research/technology_and_innovation/big_data_the_next_frontier_for_innovation

Week 13 (Nov. 21st)- Big Data & Business Analytics for E-Businesses (II)

*Required*:

- ✓ Case 5 (**debate**): "Dr. Tim's Premium All Natural Pet food: Growth Options and Web Analytics Insights," IVEY (W12266-PDF-ENG), 2012

Week 14 (Nov. 28th)- Social, Digital, and Smart Strategy for e-Biz & Course Summary

*Required*:

- ✓ Case 6 (write-up): Social Strategy at Nike HBR (712484-PDF-ENG) 2014

Week 15 (Dec. 5th)- Term Project Presentations

Week 16 (Dec. 12th)- Final Exam

## E-Biz Project Instructions

### 1. DESCRIPTION

A group of students explore to start an online business. Develop the overall online business strategy for your new start-up. Apply all possible frameworks/tools the class covers and other strategic planning tools you have learned from other classes or industry practices. The report should be made in PowerPoint and the executive summary will be presented in the class.

## 2. DELIVERABLES

(1) Project groups (4 person group)

- Submit group members' information, including name, student number, and e-mail address
- Send this information to our TA
- **Due: Sep. 12th, 2014**

(2) Project topics

- To make the presentations a valuable learning experience for the rest of the class, all topics must be approved by the instructor and ideally no two groups can present the same topic.
- **Proposal Due: Oct. 10th, 2014 (send me a 1-page proposal by email)**
- **Follow-up Due: Nov. 14th, 2014 (send me a ppt draft)**

(3) Presentation (Dec. 5th, 2014)

- At the end of the term, your group will deliver a formal presentation to the class. You will have a limited time (max. 15 min including Q&A) to make your presentation, so it will need to be concise and well-rehearsed.

## 3. PROJECT CONTENT

**NOTE:** The following information must be included in your business plan

1. Give a brief overview of the industry
2. Give a brief overview of the e-technologies (e.g., key ITs that enable e-Biz) used in that industry
3. Describe the uniqueness of your business model
4. Discuss the opportunity or niche your business will take advantage of
5. Discuss how your business will compete in its industry (also include your online pricing/ marketing plan)
6. Discuss the goals of your business and provide a plan of action for accomplishing them
7. Provide your e-Biz strategies that you intend to purchase for the growth of this business