



**Fach:** Module „Functional Strategies (1)“  
**Veranstaltung:** Functional Strategies IV: E-Business Management

**Zuständiger Professor:** Prof. Christoph Wamser

**Zielgruppe:** MBA-students in the second stage of the MBA-program

**Lernumfang:** Total study workload: 75 hours (45 hours of class contact and group work, 30 hours of private study or additional self-organised study group sessions)

**Lernziele:** The module aims to illustrate the importance of strategic e-business and enable students to develop and assess e-business strategies in different industry environments. Students are expected to discuss from a general management viewpoint. Specifically, the module intends to help students

1. to understand and evaluate the general economic importance of e-business in a strategic context
2. to acquire familiarity with strategic e-business applications
3. to gain expertise in the effective and efficient application of these applications in real world business situations
4. to build up competencies required to successfully formulate, implement and assess an e-business strategy
5. to develop and strengthen their ability to think in terms of a general management perspective
6. to improve their abilities in formulating, presenting and defending own assessments and positions

**Lerninhalt:**

**1. Strategic E-Business: An Introduction**

- 1.1 The Evolution of E-Business
- 1.2 Foundations of E-Business
- 1.3 The Strategic Importance of E-Business
- 1.4 E-Business Corporate Strategy: Creating Value
- 1.5 E-Business Business Strategy: Creating Competitive Advantage
- 1.6 Strategic E-Business Challenges

**2. Strategic E-Business Applications**

- 2.1 Constructing the E-Business Architecture: Enterprise Applications
- 2.2 E-Supply Chain Management (E-SCM)
- 2.3 E-Procurement (Buy-Side E-Commerce)
- 2.4 Enterprise Resource Planning (ERP)
- 2.5 E-Marketing (Sell-Side E-Commerce)
- 2.6 E-Customer Relationship Management (E-CRM)
- 2.7 Building an E-Business: Integrating the Enterprise Applications

**3. E-Business Strategy Process**

- 3.1 The E-Business Strategy Framework
- 3.2 Defining Strategic E-Business Objectives
- 3.3 Conducting an External Analysis: E-Business Opportunities and



Risks

3.4 Conducting an Internal Analysis: E-Business Strengths and Weaknesses

3.5 Formulating an E-Business Strategy: E-Business Application Portfolio

3.6 Implementing an E-Business Strategy

3.7 Assessing an E-Business Strategy

#### **4. Summary and Outlook**

4.1 E-Business Strategy Outlook: Challenges Ahead

4.2 Summary of E-Business Strategy Findings

#### **Lernmethode:**

Student learning is based on a blend of 1.) lectures and class discussions, 2.) case analysis and discussions as well as 3.) students' own preparation and business experience, 4.) industry expert presentations and 5.) lecturer's advice and assistance:

##### **1. Lectures and class discussions:**

Lectures will focus on reviewing and discussing key issues of each learning unit. Real-world examples will be used to illustrate the covered issues. Students are encouraged to share their views on specific e-business issues based on their practical work experience. Charts used for the lecture will be made available to the students electronically and in print-format before each lecture unit begins. Furthermore students will receive a summary of key discussions about 2 weeks after the module has been completed.

##### **2. Case analysis and discussions:**

Case Studies will reinforce understanding of the strategic aspects of e-business and the e-business strategy formulation and implementation process by applying them to strategically solve a real-world e-business problem. Full participation by all group members in case study group sessions is essential. Case study groups will be responsible for monitoring their own progress and preparing summary presentations of the case studies for discussion in plenary follow-up sessions.

##### **3. Students own preparation and business experience:**

Students must attend all module's lectures and case study group sessions. They must aim to participate actively in all appropriate group work and discussion and share their practical e-business experiences. Reading the assignments and analyzing the cases before the module begins are prerequisites for learning success.

##### **4. Industry experts presentations:**

Presentations of industry experts from prestigious companies will put learnings into a practical application context and will illustrate both the strategic business impact of selected e-business applications and the barriers of their implementation (e.g. presentations from Deutsche Telekom, Oracle, Bayer).

##### **5. Lecturer's advice and assistance:**

To better deal with topics of particular difficulty, the support of the



lecturer will be available before the course of the module, during the course as well as during the revision period prior to the examinations. If necessary, there will be room for individual consultation.

**Leistungsnachweis:**

The module will be assessed by 1.) a mid-term examination (25%) and 2.) a final examination (75%)

**1. Mid-term examination (25%)**

The mid-term examination will consist of an oral presentation (during the course) and a written report (at the end of the semester) focusing on a strategic analysis of an innovative Internet-based business model.

**2. Final examination (75%)**

The oral examination at the end of the course will cover selected theory-based questions and questions on specific strategic E-Business management challenges.

**Literaturhinweise:**

**Main Textbooks:**

Chaffey, D. (2004): E-Business and E-Commerce Management: Strategy, Implementation and Practice, 2nd edition.

**Additional Literature:**

The following literature may be used to explore strategic e-business issues further. Please note that there are many other books and texts related to this subject available. The listed literature presents only a small selection.

**Comprehensive e-business books:**

Kalakota, R./Robinson, M. (2001): E-Business 2.0: Roadmap for Success.

Turban E. et al. (2002): Electronic Commerce 2002: A Managerial Perspective, 2nd edition.

Deitel, H.M./Deitel, P.J./Steinbuhler, K. (2001), E-Business and E-Commerce for Managers.

Rayport, J.F./Jaworski, B.J. (2001), E-Commerce.

Shaw, M. et al. (eds.) (2000): Handbook on Electronic Commerce.

Westland, J.C./Clark, T.H.K. (1999), Global Electronic Commerce: Theory and Case Studies.

**More specific business strategy related books:**

Kalakota, R./Robinson, M. (2002), M-Business: The Race to Mobility, McGraw-Hill, New York et al.

Reddy, R./Reddy, S. (2001), Supply Chains to Virtual Integration, McGraw-Hill, New York et al.

Wamser, C. (2001), Strategisches Electronic Commerce:

Wettbewerbsvorteile auf elektronischen Märkten, Vahlen, München.

Wind, J./Mahajan, V. (2001), Digital Marketing: Global Strategies from the World's Leading Experts, Wiley & Sons, New York et al.

**Older business strategy related milestone books/texts:**

Kalakota, R./Whinston, A.B. (1997), Electronic Commerce: A Manager's



Guide, Addison Wesley Longman, Reading et al.  
Negroponte, N.P. (1995), Being digital, Vintage Books, New York.  
Tapscott, D. (1995), The Digital Economy: Promise and Peril in the Age of Networked Intelligence, McGraw-Hill, New York et al.  
Whinston, A.B./Stahl, D.O./Choi, S.-Y. (1997), The Economics of Electronic Commerce, Macmillan Technical Publishing, Indianapolis.

### **Web Support:**

The following websources may be used to explore strategic e-business issues further. Please note that there are many other sources related to this subject available on the internet. The list presents only a small selection.

### **Web sources of leading e-business/e-commerce journals:**

International Journal of Electronic Commerce  
([www.mesharpe.com/jec\\_main.htm](http://www.mesharpe.com/jec_main.htm))  
Journal of Electronic Commerce Research  
([www.csulb.edu/web/journals/jecr/](http://www.csulb.edu/web/journals/jecr/))  
The international Journal of Electronic Commerce and Business Media  
([www.electronicmarkets.org](http://www.electronicmarkets.org))

### **Web sources of leading management consultants**

Arthur D. Little ([www.adl.com](http://www.adl.com))  
McKinsey & Company ([www.mckinsey.com](http://www.mckinsey.com))  
The Boston Consulting Group ([www.bcg.com](http://www.bcg.com))

### **Web sources of leading IT consultants**

Accenture ([www.accenture.com](http://www.accenture.com))  
CSC ([www.csc.com](http://www.csc.com))  
IBM Global Services ([www-1.ibm.com/services/](http://www-1.ibm.com/services/))

### **Web sources of leading e-business research companies**

Forrester Research ([www.forrester.com](http://www.forrester.com))  
Jupiter Media Metrix ([www.jmm.com](http://www.jmm.com))  
eMarketer ([www.emarketer.com](http://www.emarketer.com))

### **Web sources of leading e-business institutions**

Center for Research in Electronic Commerce  
(<http://cism.bus.utexas.edu>)  
E-Commerce Innovation Centre ([www.ecommerce.ac.uk/](http://www.ecommerce.ac.uk/))  
The E-Business Research Center ([www.cio.com/research/ec/](http://www.cio.com/research/ec/))

**Unterrichtssprache:** English

**Geplante Case Studies:** **Stanford Business School Cases (Center of E-Business and E-Commerce)**

The following cases will be assigned to three individual groups at the beginning of the course

### **Dell Direct**

The case sets Dell's direct model, internet strategy and management of



information into historical context by first describing the computer industry's shift in the mid-80's from vertically-integrated corporations like IBM, DEC and NCR to a collection of horizontal "slices" focused on a distinct segment of the industry's value chain. The case then describes Dell's inception in Michael Dell's dorm room in 1983, the company's entry into the retail channel in 1991, subsequent exit in 1994, Dell's explosive growth from 1994 to 1999 and the indirect model of several of its competitors. The use of information technology, including the Internet, to accelerate every facet of business by managing information for customers, suppliers and internal use are also explored. Dell Direct concludes by describing other PC firms' efforts to move towards a build-to-order model and questions whether or not these companies can actually do direct.

### **Gap.com**

One of the first bricks and mortar retailers to venture online, Gap Inc., headquartered in San Francisco, was widely considered an e-commerce pioneer in an industry renowned for its resistance to change. While Gap recognized the opportunity the Web offered to leverage customers' familiarity and loyalty to Gap brand, the value of the brand was Gap's biggest concern as the online strategy was developed. Gap's first web site was launched in December 1996. Industry observers wondered whether Gap's online strategy would be a source of sustainable competitive advantage. In some ways, Gap seemed particularly well-positioned to pursue a "clicks and mortar" strategy. For example, Gap owned its retail outlets and believed that the company was in a better position to manage conflict between the online and offline channels. Would this give Gap an advantage over manufacturers who did not have captive downstream channels?

### **Nike-Channel Conflict**

This business case study focuses on NIKE, an athletic shoe and apparel seller, in late 1999. Mary Kate Buckley, general manager of nike.com, must plan NIKE's direct-to-consumer sales strategy and its policies and rules for on-line sale of NIKE products by other vendors. Throughout 1999, NIKE's goal had been to learn as much as possible about doing business over the internet. Nike.com had rolled out an ambitious e-commerce initiative, signed an exclusive deal with Fogdog sports that allowed NIKE products to be sold by a pure internet company for the first time, and had grown from twelve to 150 employees. Now, NIKE faces the challenge of defining a new, more profitable way of selling products to customers through nike.com.

### **Textbook Case Studies and Activities (Chaffey)**

The following cases and activities have to be prepared by all students

#### **Activity 1.1:**

Understanding e-commerce and e-business

#### **Case Study 6.1 (E-Supply Chain Management):**

Tescos develop buy-side e-commerce system for supply-chain-



management (questions 1 and 2)

**Case Study 7.2 (E-Procurement):**

Daimler Chrysler usage of the Covisint marketplace (questions 1 and 2)

**Case Study 8.1 (E-Marketing ):**

The e-volution of easy Jet's online revenue contribution (questions 1 and 2)

**Case Study 9.1 (E-Customer Relationship Management):**

Boots use CRM technology to get closer to their customers (questions 1 and 2)