Information Systems Area
DeGroote School of Business
McMaster University

MBA K724
eBusiness Strategies
Fall 2024 Course Outline

COURSE OBJECTIVE

This course will prepare students to become effective managers and strategists in the area of eBusiness. We will focus on the various elements of eBusiness strategy including identifying and evaluating market opportunities, exploring the various business models that are being used in the networked economy, and gaining an understanding of the guiding principles behind the design and strategy of successful customer interfaces. We will examine strategies for both small and large enterprises.

Much consideration will be given to the area of mobile commerce strategy. The course will also explore issues related to marketing in an eBusiness environment as well as exposing students to issues related to effectively implementing online strategies and how to use metrics to assess the health of an eBusiness. Learning in this course is accomplished through a combination of lectures, case analysis and a student term project.

INSTRUCTOR AND CONTACT INFORMATION

Monday
14:30-17:20
Course format: In Person
Class Location: See A2L/Mosaic
Course website: http://avenue.mcmaster.ca

Instructor:	**Teaching Assistant:**
Fatemeh Navazi	TBD
Contact Information:	**Contact Information:**
NavaziF@mcmaster.ca	TBD
Office Hours:	
By appointment via zoom	

Course prerequisites: K650, or I603 and I604
Course antirequisites: NONE

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
Avenue:	Yes	Ethics:	No	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	No	Final Exam:	No	Guest speaker(s):	No

COURSE DESCRIPTION

Classes will utilize a mix of lecture, discussion, exploration, and cases. eBusiness is becoming ubiquitous with business, and we will explore how businesses are adapting and adopting eBusiness strategies to create a better customer experience. The strategy, design and operations of eBusinesses (, whether B2B or B2C) will be examined using business model canvas. The materials used in the course encompass a wide range of industries, business and issues in order to provide the greatest depth and breadth of experience.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Explain different parts of business model canvas and apply that to existing / new eBusinesses

- Have a fundamental understanding of the environment and strategy of the networked economy and eBusiness in both the B2C and B2B sectors

- Evaluate and apply the various types of eBusiness models, including mobile commerce models

- Understand the guiding principles behind the design and strategy of successful customer interfaces and experiences

- Understand the types of metrics that eBusiness firms should use to measure performance, customer experience and financial results

- Gain an understanding of various public policy issues within which eBusinesses are operating today such as legal issues and consumer privacy

Case Study**:**   Instructions for accessing case study via the Harvard Business School Publishing website will be provided on Avenue; there will be a small cost for case study (~$5-7).

Avenue to learn registration for course content, readings, and case materials.
  ➢ http://avenue.mcmaster.ca

$ FREE

Also, please look at the reading list at the end of this document.

Since the course A2L space is central to our online learning and communication, it is expected that students will check the course space for any news, updates or announcements on a daily basis.

EVALUATION

Learning in this course results from all in-class and out-of-class activities. Students will be evaluated as individuals and as teams when teamwork is assigned. For teamwork, all team members share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components and Weights

Assessment	Due Date	Weight
Assignment 1- eBusiness Case Report (individual)	11 Oct @ 11:59 am	20 %
In class Quiz	21 Oct @ first half of class	9 %
Assignment 2- eBusiness Strategy Evaluation Report (group)	8 Nov @ 11:59 am	20 %
Assignment 3- Group Project • Report • Presentation	 23 Nov @ 11:59 am 24 Nov @ 11:59 am	30 % • 20 % • 10 %
Evaluation forms • Peer evaluation • Presentation evaluation	 1 Dec @ 11:59 am 3 Dec @ 11:59 am	5 %
Participation- Contribution in class/online discussion	All sessions	16 %
		TOTAL: 100%

 Individual assignments = 50%, Group Assignments = 50%

Assignment #1 – eBusiness Case Report

This assignment is worth **20%** of your final grade and will be marked individually. You will be given a case study about an eBusiness to read, learn and analyze. In a report (5 pages, double spaced, with font 12) you should analyze the case using business model canvas. Which components of business model canvas was mentioned in the case? Provide given details about those components. Which components of business model canvas was not addressed by the case company? Suggest strategies that company should consider with regards to these gaps using benchmarks.

The completed assignment in PDF format should be uploaded in the related folder in A2L before noon of October 11. Please name your assignment (your family name) K724 assignment 1.pdf. Please Don't forget to have a title page in the document (not counted in the page limit) with your name.

In class Quiz (9 %)

There will be a short closed-book quiz probably with multiple choice and True/False questions during week 7 which has 9 % of your final grade. This quiz will cover reading materials and class lectures and discussions during the first 5 weeks of the class. Please make sure that you attend week 7 class to avoid losing quiz mark. There is no quiz alternative if you miss this quiz.

Assignment #2 – eBusiness Strategy Evaluation Report (group)

This assignment is worth **20%** of your final grade and one report should be submitted by the group of two. Select one eBusiness (i.e. website or mobile app) from a list that will be given to you in avenue to learn announcement and using business model canvas sections and the ICDT model introduced in week seven of the course, create a report that analyzes the business model and presents recommendations for improvement. The business can be a mobile app (shopping, etc.), a website or a larger business that's central strategy is built on eBusiness and not discussed in class. Your group should email the instructor with their choice of the business by week 6 to ensure the organization you chose is not frequently selected. Make sure to not discuss with other groups which selected the similar eBusiness to avoid plagiarism.

This report should consist of current Business model canvas of the selected eBusiness (be brief), a description of how the ICDT model is used in your analysis, an analysis of the four virtual spaces (information, communication, transaction, distribution), and a summary consisting of recommendations for improvement of each component. The report should not exceed 10 pages, double-spaced, with font 12. Ensure the report has a title page (not counted in the page limit) listing all the group members who contributed to the assignment. The completed assignment in PDF format should be uploaded in the related folder in A2L before noon of November 8.

Assignment #3 – eBusiness Strategy Project (group)

This assignment is worth **30%** of your final grade and one report submitted by the group will be graded. Please form your groups with at least 4 members and email the group members to the instructor by week 5 (11 October). Also, after week 5 please think about your eBusiness and submit a brief paragraph about it in dedicated folder in A2L by 21 of October in order to get approval from the instructor by the end of week 7.

For this assignment, your group will create an online business and it's eBusiness strategy. Through this course we look at models for creating an online business, and this assignment allows you to put this new knowledge into practice. You can choose to create an online business model for an existing business (not online business) or start a new business from scratch. In the report you will describe all the components of the business model canvas, including value proposition of your eBusiness, product/service, your target customers, main channel to reach your customers, marketing strategy, distribution strategy, key resources and partners, estimated cost and revenue structure, and anything else that describes how your business will operate. You will also create a rough design (non-operational) to illustrate what your online (or mobile) presence will look like.

Your report should have the following sections:

1. Title page with all group members' names
2. Executive summary
3. Introduction to the business – brief overview
4. Business model canvas illustration with main points (use landscape layout for this page)
5. Details of 9 business model canvas sections (e.g. marketing strategy, payments, cost and revenue structure, etc.)
6. Design of business – include rough designs of what the website or app would look like – they don't need to be operational or fancy (even sketches are fine), but should convey what the customer / user would see – your group should use UI/UX design thinking to create these
7. Metrics – how you measure the performance of the business
8. Any other information your group feels is important

The report should be 20 pages or less, double spaced with font not less than 12, in PDF format. The report in PDF format should be uploaded in the related folder in A2L before noon of 23 of November.

Since your group will present the business plan during one of the last two weeks of the class, your team needs to prepare a PowerPoint presentation as well. Slides must be uploaded in the related folder in A2L ahead of presentation time (before noon of 24 of November). The presentation is worth 10 % of the 30 % allocated to this assignment. So, make sure to showcase your presentation skills

The order of presentation will be randomly selected by the instructor, so all teams should be ready during first week of presentations.

Peer evaluation (2%)

Please use peer evaluation forms to express if you are satisfied or dissatisfied with the

performance of your teammate in assignment 3 tasks. All students should download the peer evaluation form, fill it and upload it in related folder in A2L by first of December.

Presentation evaluation (3%)

Students are required to be active audience during other teams' presentation and learn from other teams. A draft for presentation evaluation form will be provided via A2L. This form will ask about strength of other groups strategy and your strategy improvement suggestions for them. Your grade will depend on the quality of the provided answer. You should upload the filled presentation evaluation form in the related folder in A2L a day after the last presentation session (3rd of December).

Participation (16%)

Students should participate in online discussions to receive participation marks. In addition, participation in class lectures is encouraged as there is no course book and materials are given by the lecturer. Participation will be recorded based on your attendance in the class and engaging in class discussion and your contribution to the class discussions. Please note students are not allowed to miss more than two lectures. Moreover, participation in quiz week and last two sessions are mandatory by all students and group members. Since you will be evaluating other groups presentation by presentation evaluation form.

Deliverables Submission

All deliverables should be uploaded to the designated folder on the Avenue to Learn website.

Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

COMMUNICATION AND FEEDBACK

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

http://mbastudent.degroote.mcmaster.ca/contact/anonymous/

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from **their official McMaster University email account**. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

Students are responsible for being aware of and demonstrating behaviour that is honest and ethical in their academic work. Such behaviour includes:

- following the expectations articulated by instructors for referencing sources of information and for group work;
- asking for clarification of expectations as necessary;
- identifying testing situations that may allow copying;
- preventing their work from being used by others (e.g., protecting access to computer files); and
- adhering to the principles of academic integrity when conducting and reporting research.

AUTHENTICITY/PLAGIARISM DETECTION

In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.
Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of

Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH ON-LINE ELEMENTs

All courses use some online elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

Students may be required to use the Respondus LockDown Browser and Respondus Monitor. The Respondus LockDown Browser is a downloadable program that allows a student to take an Avenue to Learn quiz in a secure environment. Quizzes can be set to use LockDown Browser or LockDown Browser.

For more details about McMaster's use of Respondus Lockdown Browser please go to
https://avenuehelp.mcmaster.ca/exec/respondus-lockdown-browser-and-respondus-monitor/

The available information is dependent on the technology used. Continuation in a course that uses online elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the *Code of Student Rights & Responsibilities* (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g., use of Avenue 2 Learn, Microsoft teams or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ATTENDANCE

Arriving late or missing class disrupts the learning experience for both you and your peers. Punctuality and attendance are crucial to maintaining a respectful, professional, and productive

environment for everyone, including our faculty.

MISSED AND LATE ACADEMIC WORK

Missed Assignments/Class Participation

Where students miss a regularly scheduled assignment and class participation more than 3 times (except for week 7,12&13 which attendance is mandatory) for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for the participation will be distributed across other evaluative components of the course or deadline of the assignment will be extended at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroote website at http://mbastudent.degroote.mcmaster.ca/forms-and-applications/. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Late Assignments

If you do not obtain a Petition for Relief, then a late penalty will be applied using an escalating deduction. Assignments will receive a penalty equal to the sum of each day's penalty. For example, the penalty for being less than 1 day late = **-5%**; 1 day late = **-10%;** 2 days late = **-30%** (10% for one day late + 20% for 2 days late), 3 days late = **-60%**, 4 days late = **-100%** (a score of ZERO for the Assignment).

Group Project

Groups may "fire" a member by majority vote after four communication attempts, four missed meetings or not completing their prescribed tasks by a deadline agreed to by the group. If a member is "fired" from the group, they will miss the project grade.

ACADEMIC ACCOMMODATION VIA STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first

three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

http://sas.mcmaster.ca

Use of Test Accommodations at McMaster University Burlington Campus Ron Joyce Centre

Whereas Student Accessibility Services (SAS), on Main Campus, determines all MBA student accommodations, the MBA Faculty Office manages the coordination of accommodations for tests, midterms, and exams at the Ron Joyce Centre in Burlington.

Process for Students

- Students must activate their accommodation(s) (e.g., extra-time, memory aid, etc.) for each upcoming test, midterm, or exam, at least two weeks in advance. Students can do this by emailing their Instructor and the DeGroote MBA SAS scheduling office at DSBSAS@mcmaster.ca. If a student cannot meet this deadline, they should contact DSBSAS@mcmaster.ca to discuss alternative arrangements. The program is committed to exploring flexibility where possible to support students.

- All tests, midterms, and exams are booked synchronously with the class's start time. Any deviations from the start time (e.g. start earlier than the class to enable completion at the same end time) requires a discussion with their instructor on protocol at the time of accommodation activation.

- Students will leverage the accommodation (e.g., extra-time, memory aid, etc.), in a designated testing room. Rooms will be booked according to the student's SAS accommodation. Unless the accommodation states otherwise, students should expect that they will be writing in a room with other students. One or more invigilators will always be in the room.

- Following the request to activate the accommodation(s), dsbsas@mcmaster.ca will reach out to the student with their test, midterm, or exam details, including the date, time, and room number. As there may be other students writing tests in the room, we ask that students enter the room quietly and leave all personal items at the front of the room.

All policies and procedures, including restroom access, how extra-time is allocated for assessments under Universal Design, and the submission of memory aids in advance, are consistent with those of SAS on Main Campus. The only variance in procedure is communication around, and physical location of, assessment. There is not a dedicated testing space at RJC. Existing classrooms and lecture halls will be used for most testing. All SAS-approved accommodations will be honoured by our staff; however, core testing elements are not eliminated in alternative testing formats. Students should expect and plan for invigilation, incidental noise, and other potential distractions.

RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation <u>or</u> to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for assignments.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study (by instructor information). Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

ARTIFICIAL INTELLIGENCE

Students may use generative AI as a resource to assist in their learning and understanding of course material (Only lectures). However, **students are not permitted to use generative AI for assignments and assessments.** The work you submit must reflect your own understanding and effort. In alignment with McMaster's academic integrity policy, it "shall be an offence knowingly to submit academic work for assessment that was purchased or acquired from another source". This includes work created by generative AI tools. Also, state in the policy is the following, "Contract Cheating is the act of "outsourcing of student work to third parties" (Lancaster & Clarke, 2016, p. 639) with or without payment." Using Generative AI tools is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity. Even if you use generative AI for translating to English, paraphrasing, or English grammar checking, you must reference it.

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster

email and course websites (Avenue to learn) weekly and McMaster Daily News during the term and to note any changes.

COURSE SCHEDULE

Week	Dates	Topic	Deliverables
1	9 Sep	Introduction to eBusiness & eBusiness models ***(Online option via zoom for students with accommodation)**	
2	16 Sep	eBusiness revenue models & Paradigm shift & Business model canvas (Part 1)	Online discussion: Think about paradigm change to discuss in 2nd class
3	23 Sep	Business model canvas (Part 2) & e-marketing	
4	30 Sep	National Day for Truth & Reconciliation (**No class**)	
5	7 Oct	Business model canvas (Part 3) & Cost and Revenue structure	Assignment 1 Due 11 Oct @ 11:59 am
6	14 Oct	Thanksgiving (**No class**)	
7	21 Oct	ICDT Model & the Science of Shopping	In class Quiz: Due 21 Oct @ First half of class
8	28 Oct	Mobile Commerce	
9	04 Nov	eBusiness Design – User Interface / Experience & Mobile commerce UI/UX	Assignment 2 Due 8 Nov @ 11:59 am
10	11 Nov	eCommerce with Shopify & Social Commerce	
11	18 Nov	eBusiness Metrics	Power point presentation for all groups Due 23 Nov @ 11:59 am
12	25 Nov	Project Presentation	Report for all groups Due 24 Nov @ 11:59 am
13	2 Dec	Project Presentation	Peer evaluation form Due 1 Dec @11:59 am Presentation evaluation forms Due 3 Dec @11:59 am

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA K724 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

Reading List

Week 1 – eBusiness Models
   Read - https://www.ecommerceceo.com/types-of-ecommerce-business-models/

Week 2 – eBusiness revenue Models, Paradigm Shift & Business model canvas (Value proposition, Supply chain & Key activities)
   Read - https://www.ecommerceceo.com/types-of-ecommerce-business-models/
   Read - https://www.investopedia.com/terms/p/paradigm-shift.asp
   Read - https://www.fcbco.com/blog/bid/156247/10-supply-chain-strategies-for-ecommerce-businesses

Week 3 – e-Marketing & Business model canvas (Key partners, Customer segment & Relationships and Channels)

   Read – https://www.visiture.com/blog/use-social-media-marketing-ecommerce/

   Read - https://sproutsocial.com/insights/social-media-ecommerce/

Week 4 – No Class

   But please read:
   https://medium.com/seed-digital/how-to-business-model-canvas-explained-ad3676b6fe4a

Week 5 – Payments &Business model canvas (Key resources, cost structure &revenue stream)
   Read - https://extension.psu.edu/e-commerce-payment-methods

   Read – https://www.investopedia.com/terms/p/paybackperiod.asp

   Read - https://www.loop54.com/blog/top-5-security-threats-facing-e-commerce-today

Week 6 – No Class (Thanks giving)

Week 7 – ICDT Model & the Science of Shopping

 Read - https://www.sciencedirect.com/science/article/pii/S0263237397000169(access by McMaster library)

 Read - https://www.npr.org/templates/story/story.php?storyId=98184836 (listen to last 3 minutes)
Read - https://www.cbc.ca/life/work-money/the-psychology-of-sale-shopping-how-to-spot-and-avoid-the-tricks-used- to-get-you-spending-1.5418136

Week 8 – Mobile Commerce

Read - https://squareup.com/ca/en/townsquare/what-is-mobile-commerce?country_redirection=true

Read - https://www.simicart.com/blog/mobile-commerce-guide/

Read - https://buildfire.com/mobile-commerce-trends/

Week 9 – eBusiness Design – User Interface/Experience & Mobile commerce UI/UX

Read - https://uxplanet.org/ux-design-for-e-commerce-principles-and-strategies-9df7d81e59d8
Read - https://www.smashingmagazine.com/2009/10/15-common-mistakes-in-e-commerce-design-and-how-to-avoid- them/
Read - https://www.toptal.com/designers/ux/ecommerce-ux-mobile-experience

Optional: https://www.bigcommerce.com/blog/best-ecommerce-website-design/#best-overall-ecommerce-website-design
Optional: https://speckyboy.com/mobile-commerce-design/

Week 10 – ecommerce with Shopify & Social commerce

Read - https://www.shopify.com/ca/blog/diy-ecommerce-store-design-as-a-beginner#
Read - https://www.sciencedirect.com/science/article/pii/S156742231200124X(access by McMaster library)

Week 11 – eBusiness Metrics

Read - https://www.shopify.ca/blog/basic-ecommerce-metrics

Optional Reading

Strategies for e-Business: Concepts and Cases on Value Creation and Digital Business Transformation, 4th Edition, 2020, Tawfik JelassiFrancisco J. Martínez-López, Springer.

Download from Mac eLibrary:

https://link-springer-com.libaccess.lib.mcmaster.ca/book/10.1007/978-3-030-48950-2#about