Co mmerc e 4KH3

"Strategies for Electronic and Mobile Business"
Fall 2025 Course Outline

Information Systems Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVES

1. Analyze the strategies employed in electronic and mobile business models to create and capture value.

2. Evaluate key concepts, technologies, and management challenges shaping electronic and mobile business environments.

3. Apply insights from real-world case studies to assess the performance and evolution of digital business practices.

CONTACT INFORMATION AND COURSE LOCATION DETAILS

Dr. Ali Reza Montazemi	Fatemeh Navazi	Mupwaya Mutakwa
Instructor	Teaching Assistant	Teaching Assistant
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Office: DSB 421		
Office Hours: by appointment	Office Hours: by appointment	Office Hours: by appointment

Course Website: http://avenue.mcmaster.ca. The course website on Avenue to Learn (A2L) will be the primary mode of information dissemination and communication. Please check this website regularly for posts concerning this course.

Course Meeting Time & Location: Wednesdays (11:30am-2:20pm) see avenue

COURSE ELEMENTS

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

COURSE DESCRIPTION

This course covers the strategic issues the modern business manager must deal with in making strategic decisions concerning the choice, implementation and execution of electronic and mobile business solutions for start-ups and established enterprises.

LEARNING OUTCOMES

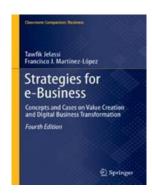Upon completion of this course, students will be able to complete the following key tasks:

1. Prepare a business plan;

2. Assess and critique the strategy for an online start-up or electronic business expansion initiative; and

3. Discuss and apply solutions to typical management issues in electronic and mobile business.

COURSE MATERIALS AND READINGS

There is **no required textbook** for this course. Avenue will be used to provide students with course content, readings, and case materials (http://avenue.mcmaster.ca).

However, the following **optional reading material** is suggested:

Strategies for e-Business: Concepts and Cases on Value Creation and Digital Business Transformation, 4th Edition, 2020, Tawfik JelassiFrancisco J. Martínez-López, Springer. Download free from McMaster eLibrary: https://link-springer-com.libaccess.lib.mcmaster.ca/book/10.1007/978-3-030-48950-2#about.

EVALUATION

Learning in this course results primarily from assigned readings, class lectures, case studies, digital business plan projects, and in-class participation. Missed assignments/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF.

Components and Weights

The components of the course grade will be weighted as follows.

Participation/ Reflections	Participation and written reflections	35%
Business Plan for Digital Start-up	Business Plan Project group Check-In	5%
	In-class presentation (group)	10%
	Written report (group)	50%
Total		100%

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	LETTER GRADE	PERCENT
A+	90 - 100	C+	67 - 69
A	85 - 89	C	63 - 66
A-	80 - 84	C-	60 - 62
B+	77 - 79	D+	57 - 59
B	73 - 76	D	53 - 56
B-	70 - 72	D-	50 - 52
		F	00 - 49

Communication and Feedback

Students who wish to correspond with the instructor or TA 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. Email regarding course issues should NOT be sent to Area Administrative Assistants. Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week 9 in the term. Instructors may conduct an informal course review with students by Week 4 to allow time for modifications in curriculum delivery.

Course Deliverables

<u>Participation</u>
Value: 35% of a student's final grade.

In-class participation is worth 35% of the final grade and is based on both collaborative and individual engagement. Students will work in assigned groups of 4–5 to complete weekly in-class activities that apply core course concepts to practical scenarios. All group members will receive the same grade for each assignment. During the final three weeks of the term, groups will present their business plan projects. On presentation days, all non-presenting groups are expected to serve as peer reviewers, providing written feedback on each presentation's strengths and areas for improvement. Participation marks will reflect attendance, contribution to group activities, peer review quality, and active involvement throughout the course. If any group experiences issues with unequal participation or lack of collaboration, students are expected to inform the instructor **immediately** so that appropriate steps can be taken.

<u>Business Plan for Digital Start-Up</u>
Value: 65% of Final Grade
This major project is divided into three parts:
1. Group Check-In – 5%
2. In-Class Presentation – 10%
3. Final Written Report – 50%

Students will work in small groups (4-5) to develop a comprehensive business plan for a digital start-up. The start-up may be a novel idea ("new to the world") or an innovative improvement on an existing solution. The plan should be realistic, research-informed, and aligned with course concepts.

All members of a group will receive the same grade for both the written report and presentation. If any issues arise with group dynamics (e.g., uneven contributions, absentee members), students must inform the instructor promptly. The instructor would intervene by facilitating resolution, redistributing marks, or reorganizing teams if necessary.

During Week 2, students will form their groups and identify their proposed business ideas. Additional details and templates for the business plan and presentation will be provided on Avenue.

In Week 5, groups will participate in a check-in meeting with the instructor. Groups must be prepared to present evidence of progress and answer questions about their business model, market research, and early planning.

The final written report must be submitted via Avenue in Word format by the stated deadline. No email submissions will be accepted.

Late Submission Policy: Reports submitted late will receive a one-letter grade deduction per day late. For example, an "A" paper submitted one day late will receive an "A-", two days late a "B+", and so on.
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ACADEMIC DISHONESTY

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 in, 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

The following illustrates only three forms of academic dishonesty:

1. Plagiarism (e.g., the submission of work that is not one's own or for which other credit has been obtained).

2. Improper collaboration in group work.

3. Copying or using unauthorized aids in tests and examinations

ONLINE COURSE COMPONENTS

In this course we will be using email and Avenue-2-Learn. Students should be aware that when they access the electronic components of this course, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become

apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course component. Please refer to the policy and procedures on the DeGroote website at the link below:

http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/

STUDENT ACCESSIBILITY SERVICES

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca.

For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:

http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf

POTENTIAL MODIFICATIONS 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. 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 weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities within this course 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.

COURSE SCHEDULE**

Week	Date	Topic / Event
1	Sep 8	• Course overview • Digital Innovation & Trends: **McKinsey (2023).** *The state of AI in 2023*
2	Sep 15	• Formation of groups for digital business plan project • Business Models: **HBR (2019).** *Why business models matter*
3	Sep 22	• External (industry) analysis **HBR (2008).** *The five competitive forces that shape strategy*
4	Sep 29	• Digital Capabilities: **MIT SMR (2017).** *How to develop a great digital strategy*
5	Oct 6	• Platforms & Ecosystems: **HBR (2019).** *Pipelines, platforms, and the new rules of strategy* • **E-Business Check-In**
6	Oct 13	• **Mid-term Recess: No Class**
7	Oct 20	• Customer Value & UX: • Norman, D., & Nielsen, J. (1998). The Definition of User Experience (UX). URL: https://www.nngroup.com/articles/definition-user-experience/ • Devopedia (2023). User Experience (UX). URL: https://devopedia.org/user-experience
8	Oct 27	• Mobile & Social Commerce: **Salesforce (2024).** *State of Commerce Report*

Week	Date	Topic / Event
9	Nov 3	• Lean Startups & Analytics: **Harvard Business Review (2013).** *Why the lean startup changes everything*
10	Nov10	**Presentations of Digital Business Plans**
11	Nov 17	**Presentations of Digital Business Plans**
12	Nov 24	**Presentations of Digital Business Plans**
13	Dec 1	**Deadline Final Report Submission 5pmEST** No physical class