COURSE NUMBER: BA248D (E248)

E-Business: Strategies for the New Economy

INSTRUCTOR: Amir Hartman
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MEETING DAY (S) / TIME: Mondays 6.00-9.30pm
CLASS FORMAT: Cases, Lectures, Readings, Guest Lectures
REQUIRED READINGS: Book, Cases and selected articles/chapters
BASIS FOR FINAL GRADE: Case analyses, project(s), and class contribution
MAILING LIST: ba248d-1 and e248-1 http://haas.berkeley.edu/cgi-bin/majordomo
WEB SITE: http://haas.berkeley.edu/Courses/Fall1999/BA248D/

Course Description

Electronic commerce promises economic change and new ways of doing business that no company can afford to ignore. It is expected to change the way business, governmental, and educational institutions operate and the products and services they offer. Moreover, much of what we currently know about these institutions, their management, and operation will be rendered obsolete through this emerging environment.

In order to take advantage of the E-Business' full potential, it is critical that organizations move beyond the obvious elements of this medium, such as advertising on the Web, and respond to a new set of challenges:

- What is the state and direction of B2C, B2B, and IntraBusiness commerce?
- What business models work and don’t work in this new environment?
- Which industries will survive and thrive and which could become endangered?
- How can organizations gain a competitive advantage through E-Business?
- How will the E-Business impact functional areas of the organization? (HR, finance, R&D)
- What resources/competencies (financial, human, and technological) are required to succeed in E-Business?

This course will be broadly framed around these questions and will provide a foundation for answering them. This course is a companion to BA296-3, Business-to-Business E-commerce, which focuses on E-commerce in procurement, supply-chain, and marketplace intermediation in that domain. In this course, we will examine the progress and potential impact of the E-Business, and more specifically the "Web-enabled"
organization on the creation and transformation of goods, organizations, and industries. Given the explosive rate of development in this area, our plan is to survey the field with the help of cases, lectures, readings, guest speakers, and get hands-on experience through real-world projects. No prior technical experience is necessary.

**Topics this semester will include**

- B2B commerce
- B2C commerce
- IntraB commerce
- Specific E-Business industry trends
- Critical organizational issues in E-Business
- Emerging business models
- Developing an E-Business strategy

**Readings**

Most readings will be available in either hardcopy or electronically by the instructor. Required reading will include chapters from Hartman and Sifonis’ book “Net Ready” (McGraw-Hill, 2000). Occasional additional readings will be handed out in class and via the class alias. The book can be found at all area bookstores (although you might find it easier to order them via the Internet! Try [www.amazon.com](http://www.amazon.com) or [www.barnesandnoble.com](http://www.barnesandnoble.com), [www.fatbrain.com](http://www.fatbrain.com)).

**Recommended**


Cusumano, Michael A. and Yoffie, David. *Competing on Internet Time: Lessons from Netscape and Its Battle With Microsoft*, Free Press, 1998 (A thoroughly researched book that with wisdom from many key players at Netscape and elsewhere. Microsoft tried to subpoena the authors' notes.)


**Assignments and other course activities**

The best way to appreciate the potential of E-Business is through intensive and thoughtful discussions in the classroom. This course should be viewed as a cooperative
learning experience and students are encouraged to share the insights they have gained from their work experience as well as the readings.

**Team project**

The main student assignment will be a company case project, undertaken in groups of approximately four people. Projects should be both structured and integrated. Each student in the group should be in charge of one or two sections of the report but the final project should deliver a coherent, well-organized message.

This company case study will analyze and assess the E-Business efforts of a real organization or market. Typically, the project might analyze a specific E-Business initiative (B2B, B2C, or IntraB) in depth, describing its genesis; underlying business model and strategy, indicating what was working, what was not, and laying out a prescriptive set of recommendations so that the effort or strategy be greatly improved. Alternatives might include analyzing a group of sites, an industry or a prospective business opportunity. Students have the option of delivering the final project as a website or as hard copy. All final projects however, and presentations are to be email to the instructor.

**Key Project Dates**

1. **Project teams formed and communicated to instructor no later than February 14th.**
2. **Project topic and specification approved by instructor no later than February 28th.**
3. **Project executive summary (progress to date) due electronically on March 20th.**

Final reports are due the first Wednesday of Final Exam Week. Project presentations will occur during the last 2 classes of the semester. There is no required page length; however, in prior semesters these projects have typically been anywhere from 20-40 pages in length.

**Individual case studies**

In addition to the guest speakers and real examples used throughout the course, there will be 4 case studies assigned during the semester. These case studies will be assigned 1 week in advance, and will required students to write up a brief analysis (3-5 pages) addressing the issues/questions raised by the instructor.

Case write-ups are to be emailed to the instructor prior to the start of the class day they are due (Monday 6pm). Students should be prepared to discuss the case studies during class.
Class preparation and participation

The readings provide preparation for the outside speakers and classroom discussion. Your class participation grade will be based on attendance, preparation, familiarity with the reading materials and relevance and insight reflected in classroom discussions.

Credit and grading

Grades will be assigned on the following basis:

- Class contribution: 20%
- Individual case studies (4): 20%
- Team project:
  - Written Report: 50%
  - Presentation: 10%
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>31-Jan</td>
<td><strong>Introduction</strong>: Net Readiness trends enabled by the e-conomy</td>
<td>NR: Ch 2</td>
</tr>
<tr>
<td>4</td>
<td>7-Feb</td>
<td>Net Readiness @ Cisco</td>
<td>NR: Ch 2, 8</td>
</tr>
<tr>
<td>5</td>
<td>14-Feb</td>
<td>The four pillars of Net Readiness 1</td>
<td>NR: Ch 1</td>
</tr>
<tr>
<td>6</td>
<td>21-Feb</td>
<td>The four pillars of Net Readiness 2</td>
<td>Selected readings</td>
</tr>
<tr>
<td>7</td>
<td>28-Feb</td>
<td>Identifying strategic options 1</td>
<td>NR: Ch 3</td>
</tr>
<tr>
<td>8</td>
<td>6-Mar</td>
<td>Identifying strategic options 2</td>
<td>Selected readings</td>
</tr>
<tr>
<td>9</td>
<td>13-Mar</td>
<td>Extended e-conomy business models 1</td>
<td>NR: Ch 4</td>
</tr>
<tr>
<td>10</td>
<td>20-Mar</td>
<td>Extended e-conomy business models 2</td>
<td>Selected readings</td>
</tr>
<tr>
<td>11</td>
<td>27-Mar</td>
<td><strong>SPRING BREAK</strong></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>3-Apr</td>
<td>Product and market transformation</td>
<td>NR: Ch 5</td>
</tr>
<tr>
<td>13</td>
<td>10-Apr</td>
<td>Business process transformation</td>
<td>NR: Ch 6</td>
</tr>
<tr>
<td>14</td>
<td>17-Apr</td>
<td>Industry transformation</td>
<td>NR: Ch 7</td>
</tr>
<tr>
<td>15</td>
<td>24-Apr</td>
<td>Finding order in chaos</td>
<td>NR: Ch 9</td>
</tr>
<tr>
<td>16</td>
<td>1-May</td>
<td>Project presentations</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>8-May</td>
<td>Project presentations</td>
<td></td>
</tr>
</tbody>
</table>
## Table of Contents

1.0 EXECUTIVE SUMMARY

2.0 COMPANY'S INTERNET STRATEGY
   2.1 VALUE PROPOSITION
   2.2 BUSINESS MODEL
   2.3 BENEFITS AND LIABILITIES OF THE BUSINESS MODEL

3.0 EVOLUTION OF COMPANY'S INTERNET INITIATIVES
   3.1 CURRENT E-BUSINESS INITIATIVES
   3.2 FUTURE E-BUSINESS INITIATIVES
   3.3 FUTURE DIRECTIONS

4.0 COMPETITIVE ANALYSIS

5.0 PRESCRIPTIVE ROADMAP FOR COMPANY’S E-BUSINESS INITIATIVE
   5.1 SCENARIOS AFFECTING COMPANY’S ROADMAP
   5.2 BUSINESS CASE ANALYSIS FOR PRESCRIBED INITIATIVES