



Course Code MBA-730	Course Title E-business	ECTS Credits 10
Department School of Business	Semester Fall, Spring, Summer	Prerequisites None
Type of Course Elective	Field MIS	Language of Instruction English
Level of Course 2 nd Cycle	Year of Study 1st or 2nd	Lecturer(s) Dr. Angelika Kokkinaki
Mode of Delivery face-to-face	Work Placement N/A	Co-requisites None

Objectives of the Course:

This course aims to explore business, organization management and technology issues, which are intervened in the strategic management of large scale e-business systems. Future CIOs must be able to ensure that such systems are efficient and cost-effective and that they bring to their organization a good return.

The main objectives of the course are to:

- Provide an overview of the key e-business principles.
- Cover an in-depth analysis of the relationship between e-business and business strategy (i.e. e-business models, relationships with suppliers, customers and business partners, governance structures, technological infrastructure).
- Address key topics that need to be fulfilled when designing and deploying an e-business strategy (i.e. e-markets, e-procurement, networked organizations and the roles of intermediaries in the value system).
- Concentrate on modeling and developing integration interfaces between existing and new applications, middleware and web services.
- Introduce issues related to security issues, risk management and quality of service.

Learning Outcomes:

Upon completion of this course students are expected to be able to:

1. **identify the potentials of e-business adoption process:** students should be able to conceptualize how e-business adoption is shaping business both in terms of changes in the structure of business practices within organizations as well as interactions between organizations.
2. **address fundamental issues related to e-business and business strategy:** students should be able to answer how an e-business initiative relates to business models, what type of inter-organizational relations are to be developed (with suppliers, customers and business partners), how e-business models affect governance structures, what type of infrastructure is required to sustain e-business models and how XML may be used as an enabling technology to facilitate communication in an e-business environment.

- 3. discuss and evaluate the role of four key topics that need to be addressed when designing and deploying an e-business strategy:** students should be able to discuss the role and function of e-markets, the support of purchasing function by e-procurement, how to position their organization in business networks and finally the configuration of the industry value chain through patterns of intermediation and disintermediation.
- 4. employ modeling techniques and methodologies for business interactions:** students will acquire the necessary knowledge and tools (UML, UMM, SCOR etc) to develop business models and collaborative business processes. Students will also be introduced to middleware technologies and approaches (RPCs, RMIs, CORBA, DCOM) that may be used in the context of Enterprise Application Integration (EAI).
- 5. discuss the role that security plays for e-business and develop security guidelines for an e-business initiative:** students will understand the specific organizational and technical requirements needed for creating a reliable business environment, managing increasingly complex risks and offering a high quality of service.

Course Contents:

- 1. Introduction to e-business:** E-business is expected to impact organizations in various ways. Potential benefits include operational efficiency and productivity, improved competitive position, penetration into new markets, improved communications, information and knowledge sharing, harmonization and standardization of processes, improved internal information access as well as improved relationships with business partners. At the same time, e-business initiatives need to consider management and strategy issues, cost and financial implications, security and trust problems, legal and technological concerns. IMC involves the coordination of the various elements of marketing and communication programs including advertising into a “one look, one voice” approach.
- 2. E-business strategy:** An e-business strategy can be defined as the set of plans and objectives to be followed at corporate strategy level, various functional priorities (i.e. Marketing, SCM, etc) and its alignment with information systems and technology developments.
- 3. E-business models:** An e-business model is a descriptive representation of planned business activities that involve: i) internal aspects of a business venture, ii) the type of relationships of an enterprise with its environment, and iii) the utilization of information assets. As offer clients all the services necessary to manage the total advertising function- planning, creation, production, placement, and evaluation. The most prominent e-business models will be explored.
- 4. E-business relationships:** Characteristics of e-business relationships and their relevance for the application of e-business technology will be discussed. Emphasis will also be placed on ways of improving the efficiency and effectiveness of inter-organizational transactions and streamlining business processes.
- 5. Governance structure:** The “dichotomy” between market and hierarchy governance is presented and analyzed from the perspectives: transaction cost economics, the resource-based view and networks.
- 6. E-business technological infrastructure:** Two-tier and three-tier architectures are introduced, web-based applications and applications that leverage Web clients are examined. Collaborative technologies are also examined.

7. **E-business enabling technology:** An introduction to XML, including characteristics and structure of XML documents, XML schema, document presentation and transformation and processing XML documents.
8. **E-markets, e-procurement and e-business networks:** E-markets are explained and classified; emphasis is placed on context-related and process-related success factors for e-markets. Pareto analysis and e-procurement are studied. Standards that support e-procurement (XML/EDI and OBI) are presented and explained. Different types of inter-organizational systems are classified and dynamics in the value chain are examined.
9. **E-business modeling:** Introduction to normative models (UML) and methodologies (UMM, UN/CEFACT, SCOR and BPMN) that can be employed to model e-business processes and supply chain applications.
10. **Middleware approaches:** The concept of messaging, RPC and RMI are introduced. Message-oriented middleware is presented. Data-access middleware and transaction-oriented are presented. Distributed objects and distributed-object middleware (CORBA, DCOM) and newer generation frameworks for loosely coupled applications are examined.
11. **E-business security and reliability:** Security, privacy, trustworthiness and quality of service for e-business are explained. Security principles and mechanisms are also outlined.

Learning Activities and Teaching Methods:

- Faculty Lectures and Guest-Lectures Seminars
- Directed and Background Reading
- Case Study Analysis and Discussion
- Academic Paper Discussion
- Lab Sessions
- Field Trip
- In-class Exercises
- Student-led Presentations

Assessment Methods:

Mid-Term Exam, Final Exam, Project, Case Studies, Lab Exercises.

Required Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Michael P. Papazoglou and Pieter M.A. Ribbers A series of case-studies and academic articles available on students' intranet.	<i>E-business: Organizational and Technical Foundations</i>	John Wiley and Sons	2006	0-470-84376-4

Recommended Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Tawfik Jelassi and Albrecht Enders	<i>Strategies for E-business: Concepts and Cases</i>	Financial Times/Prentice Hall, 2 nd Ed	2008	978-0273710288
Dave Chaffey	<i>E-business and E-Commerce Management</i>	Financial Times/Prentice Hall	2006	978-1405847063
Jack M. Keen and Bonnie Digrius	<i>Making Technology Investments Profitable: ROI Roadmap to Better Business Cases</i>	John Wiley and Sons	2003	978-0471227335