

VICTORIA UNIVERSITY OF WELLINGTON  
*Te Whare Wananga o te Upoko o te Ika a Maui*



**Faculty of Commerce and Administration  
School of Information Management**

**MMIM 520**

**MANAGING E-BUSINESS**

**Contact Details**

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<b>Dates:</b>	8 <sup>th</sup> January 2007 – 11 <sup>th</sup> February 2007
<b>Times:</b>	Mondays and Thursdays 5.40pm – 7.30pm
<b>Venue:</b>	RWW 129

**Paper Objectives:**

The objective of this course is to survey the core concepts of e-Business from a management perspective. Typically, e-Business is defined as the use of the Internet and other digital technologies for organizational management and coordination, and the operation of the firm. The course will address e-Business of various kinds: between organization and customer, between organizations, and other combinations. An organization's purchasing decisions and customer relations are composed of different factors than those of the individual consumer, hence there is the need for special study. Our analysis is from two perspectives: internally (within the organization) and externally (how multiple organizations interact in a variety of ways). The material is practical and applied in nature rather than theoretical.

**Learning Outcomes:**

On satisfactory completion of this course, students should be able to:

1. Understand the nature of e-Business from a management perspective
2. Evaluate a number of e-Business solutions
3. Appreciate the design and integration of e-Business architectures
4. Understand the nature of e-Business in retailing, the supply chain, electronic payments, and between organizations
5. Understand some of the likely future directions for e-Business
6. Know how organizations select e-Business strategy

7. Know how organizations evaluate and justify e-business expenditures

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**Paper Content and Schedule:**

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***Prior to the First Session***

Students should obtain a copy of the textbook we will be using in this course well in advance of Class Session 1. Due to the condensed nature of this course we have selected a current textbook which is comprehensive. This will mean that students will not have to reference a wide variety of sources for the lecture material. Basically our learning strategy for this course is to read the textbook thoroughly to gain an overview and some detailed knowledge of the entire scope of e-Business. The textbook is:

Efraim Turban, David Kind, Dennis Viehland, Jae Lee  
Electronic Commerce 2006: A Managerial Perspective  
Pearson/Prentice Hall  
ISBN 0-13-185461-5

Read Chapter 1, and the Maybelline Case on P 36-37. Write out the answers to the case questions on P 37 and be prepared to discuss in Class Session 1.

***Class Session 1***

*Introduction to MMIM 520; Overview of EB (Electronic Business)*

The first part of this session provides a general overview of the mechanics of the course, covering such things as the course syllabus, schedule, and assignments.

The second part of the session is an overview of EB, describing its categories, main types of transactions, how EB responds to the business environment, the benefits of EB, and its limitations.

Required reading before Class Session 1:

- Turban, Chapter 1: Overview of Electronic Commerce

***Class Session 2***

*Electronic Markets*

This session discusses the various kinds of electronic marketplaces, the role of EB intermediaries, discusses auctions, bartering, and negotiating online, the economic impact of EB, and electronic markets.

Required reading before Class Session 2

- Turban, Chapter 2: E-Marketplaces: Structure, Mechanisms, Economics, and Impacts

Assignment due this session:

- Read the Wal-Mart minicase on Turban, P 77, and post your answers to questions 1-4 on the website. Be prepared to discuss in class.

### ***Class Session 3***

#### *Retailing in Electronic Business*

Discusses electronic retailing, the primary e-retailing business models, electronic banking and online personal finance, consumer aids, critical success factors for online marketing, and channel conflict. Examples will be examined from the online employment market, online real-estate services, and online stock-trading.

Read the following before Class Session 3:

- Turban, Chapter 3: Retailing in Electronic Commerce: Products and Services

Assignment due by Class Session 3:

- Read the minicase Wal-Mart Goes Online on P 133-134, and post your answers to questions 1-4 at the website. Be prepared to discuss in class.

### ***Class Session 4***

#### *Electronic B2B (Business-to-Business commerce)*

This session examines the major types of B2B (business-to-business) models, the EB needs of sell-side and buy side traders, reverse auctions, B2B aggregation, and the infrastructure required for B2B services.

Required reading before Class Session 4:

- Read Turban, Chapter 5: B2B E-Commerce: Selling and Buying in Private E-Markets

Assignment due by this class:

- Read the Eastman Chemical minicase on Turban P 230-231 and post the answers for questions 1-4 at the website. Be prepared to discuss in class.

### ***Class Session 5***

#### *Customer Behavior in Electronic Business*

This session discusses the factors that influence customer behavior, building customer relationships, the nature of Web advertising, and an introduction to CRM (Customer Relationship Management).

Read the following before Class Session 4:

- Turban, Chapter 4
- Turban, Section 13.4 CRM and its relationship with EC

Assignment due by Class Session 4:

- Read the Procter and Gamble Minicase at Turban, P 187-188, and post your answers for questions 1-4 on the website. Be prepared to discuss in class.
- Submit your Project Proposal to the instructor by e-mail. (See description below)

### ***Class Session 6***

#### *Public B2B Exchanges*

This session will examine the various ownership and revenue models of exchanges, distinguish purchasing (procurement) and selling consortia, consider the integration issues of e-marketplaces and exchanges, discuss B2B networks, and issues in managing exchanges.

Required reading before class:

- Read Turban, Chapter 6: Public B2B Exchanges and Support Services

Assignment due this class:

- Read the Global Transportation Network Ocean Portal minicase on P 271-272, and post your answers to questions 1-5 on the website. Be prepared to discuss in class.

### ***Class Session 7***

#### *Electronic Supply Chains*

The focus of today's session is E-supply chains, collaborative commerce, and corporate portals.

Required reading before class:

- Turban, Chapter 7: E-supply Chains, Collaborative Commerce, Intra-business EC, and Corporate Portals.

Assignment due this class:

- Read the Pioneer mini on Turban, P 324, and post your answers to questions 1-5 on the website. Be prepared to discuss in class.

### ***Class Session 8***

#### *Emerging Applications of Electronic Business*

In this session we will consider emerging and innovative applications of EB, including e-government, electronic publishing, e-learning, and customer-to-customer applications.

Required reading before class:

- Turban, Chapter 8: Innovative EC System

Assignment due this class:

- Read the Hong Kong E-government minicase on Turban, P 368-369, and post your answers to questions 1-5 at the website. Be prepared to discuss in class.

### ***Class Session 9***

#### *Mobile Commerce and Pervasive Computing*

In this session we will define mobile commerce and explore its relationship to e-commerce, describe the four major types of wireless telecommunication networks, the value-added and rationale for m-commerce, and the role of B2B and supply chain applications of m-commerce.

Required reading before class:

- Turban, Chapter 9: Mobile Commerce and Pervasive Computing

Assignment due this class:

- Read the I-Mode on P 394, and post your answers to questions 1-3 on the website. Be prepared to discuss in class.

### ***Class Session 10***

#### *Electronic Payments and Security Threats*

The first part of this session will describe EB security threats and how electronic business resources can be secured.

The second part will discuss electronic payment systems.

Required reading before class:

- Turban, Chapter 11: E-Ecommerce Security
- Turban, Chapter 12: Electronic Payment Systems

Assignment due this session:

- Read the Wells Fargo minicase on Turban P 526-527, and post your answers to questions 1-3 on the website. Be prepared to discuss in class.

### ***Class Session 11***

#### *E-Business Strategy and Planning*

In this session we will look at how EB relates to organizational strategy and planning. We will discuss issues of EB formulation, initiation, implementation, and assessment, and discuss EB in global and smaller organizations.

Required reading before class:

- Turban, Chap 14: E-Commerce Strategy and Global EC

Assignment due this class:

- Read the Sears, Roebuck minicase on Turban, P 594, and post your answers to questions 1-3 at the website. Be prepared to discuss in class.

### ***Class Session 12***

#### *Economics and Rationalization of Electronic Business*

In this session we will consider how EB investments can be measured, evaluated and justified. Factors the determine EB business will be discussed.

Required reading before class:

- Turban Chap 15: Economics and Justification of Electronic Commerce

Assignments due this class

- Read the Citigroup mini-case in Turban, P 657-658, and post your answers to questions 1-4 at the website. Be prepared to discuss in class.
- E-mail your completed B2B project report to the instructor.

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**Paper Resource Materials:**

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**Books on e-Business**

- Barnes, S. and Hunt, B. (2001). *E-Commerce and V-Business: Business Models for Global Success*, Butterworth-Heinemann, UK.
- Combe, Colin (2006). *Introduction to E-business, Management and strategy*. Elsevier/Butterworth-Heinemann.
- Cunningham, M.J. (2001). *B2B: How to Build a Profitable E-Commerce Strategy*, Perseus Publishing, USA.
- Kalakota, R. and Robinson, M. (2001). *E-Business 2.0*, Addison Wesley Longman, USA.
- Peppers, D. and Rogers, M. (2001). *One to One B2B: Customer Development Strategies for the Business-to-Business World*, Currency-Doubleday, USA.
- Plant, R. (2000). *E-Commerce: Formulation of Strategy*, Prentice Hall, NJ, USA.
- Raisch, W.D. (2001). *The eMarketplace: Strategies for Success in B2B eCommerce*, McGraw-Hill, USA.
- Timmers, P. (2000). *Electronic Commerce: Strategies and Models for Business-to-Business Trading*, John Wiley & Sons, UK.
- Turban, E., King, D., Lee, J., Warkentin, M. and Chung, H.M. (2002). *Electronic Commerce: A Managerial Perspective*. Prentice Hall, USA.

**Web site resources**

- [Business 2.0](#) - (good new Economy Magazine)
  - [Business 2.0's Web Guide](#) "Our hand-picked directory of the best business links on the web." Scroll down to the E-commerce category.
- [B2Business.net](#) - Good overview site (with articles)
- [The Industry Standard](#)
- [Line56](#) (focus on business e-commerce)
- [Computer Network News](#)
- [B2Business.net](#) - "The network for B2B professionals" includes news, articles, and resources.
- [CNET News](#)
- [CIO Magazine](#) "The leading resource for information executives."

**Access to electronic materials and notices**

Electronic materials and notices will be provided on the University Blackboard system. This can be accessed at: <http://blackboard.vuw.ac.nz>

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**Assessment:**

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Students are required to pass all parts of the assessment for MMIM 520 to complete the unit. The assessment consists of

**Weekly Assignments (33%)**

Prior to each session, students should read the appropriate chapter in Turban. A short written assignment, consisting of questions following a minicase in the appropriate chapter, should be posted at the website before class. There are 11 such assignments, worth 3% each.

**In-class Participation (12%)**

Participation in class discussions is important, both to the success of this course and to your personal development. There will be opportunity to respond to questions posed by your lecturer, especially concerning the weekly mini-cases.

### **Report on an Electronic Business Marketplace (55%)**

The objective of the term paper is for you to perform an in-depth analysis of some key facet of the e-Business world. The report will *not* be an in-depth look at a single firm, nor will it be a proposal to start a new enterprise. The purpose is to investigate and evaluate current and potential new entrants into a particular electronic marketplace.

There are at least four ways of focusing the project:

1. *Focus by Vertical Marketplace*

The focus of a project in this domain would investigate what B2B activities are ongoing in a particular vertical marketplace, such as steel, chemicals, paper products, life-sciences, and so on. Such marketplaces typically crosscut horizontal marketplaces.

2. *Focus by Horizontal Marketplace*

The focus of a project here is to investigate what B2B activities are ongoing in a particular horizontal marketplace, such as escrow services, MRO purchasing, logistics, and so on. Such marketplaces typically crosscut vertical marketplaces.

3. *Focus by e-Business Functional Domain*

A project here would focus on one of the key e-Business functional domains, such as ERP, SCM, CRM, and so on. The marketplace may involve hardware, software, information resources, consulting services, and so forth.

4. *Project by B2B type*

As we will discuss in class, there are a wide variety of types of B2B exchanges, hubs or alliances. Select one type to do an in-depth analysis.

### **Report Proposal (20%)**

All proposals are expected to briefly address, at a minimum, the following questions:

- Identify and provide a general description of the marketplace.
- Who are the major players in the marketplace – buyers, sellers, intermediaries?
- What is the size of the market space?
- Why is this an interesting sector to investigate?
- How do you plan to investigate the sector? Indicate likely sources.

Your written proposals are due by Session 5, but may be submitted for evaluation anytime prior to that. You may not choose the same topic area as another student. Sectors are assigned on a first-come first-serve basis, so get your ideas in quickly! It is encouraged that you discuss your ideas with the instructor before doing too much work.

Proposals should consist of approximately 1000 words, and consist of a Word document sent to the instructor by e-mail.

You may incorporate the material in your project proposals into your final Report (below).

### **The Report (35%)**

The content of the Term Report should include:

- *Cover Page*: with a title, your name, date, and word count.
- *Table of Contents*: that lists the major and minor headings and their respective page numbers.

- *Summary*: This one-page summarizes what the report contains and should entice the reader to read the complete report. This is where page number 1 begins.
- *Definitions of the project marketplace or functional domain*. All of the project marketplaces and functional domains have a wide variety of definitions that are created by vendors, academics, and journalists. For example, Oracle is entering into the B2B Hub market, ERP is expanding to include CRM, CommerceOne is building portals, and each is defining "hub", "portal", or "e-Business" to best suit their needs. It is important that each project have a clear and concise definition of the project marketplace or domain as this will help in defining the scope of the project.
- *Customers*. This is one of the most overlooked parts of B2B e-Commerce: exactly who is the customer for the services? Too often, only a broad, sweeping statement such as "large firms" or "purchasing managers" is given in reports. Be as specific as possible: who are the targeted customers for the service, what are their characteristics, and what value proposition is attractive to them? Definition of customers and marketplaces also aids in scoping the project.
- *Major Suppliers or Vendors*. This element of the report discusses who are in the marketplace, their respective market shares, and how they attempt to satisfy the needs of their customers. You will need to identify and evaluate the websites provided by these vendors. What is their "value proposition"?
- *Description of the Marketplace*. How do the suppliers and customers meet and interact? What facilitating services are provided? By whom? How is payment accomplished?
- *Previous Comparisons or Evaluations of the Players*. Most of the vertical, horizontal, and functional sectors have had some type of comparisons made. Who has done so, using what metrics, to what result? This does not need to be a complete survey of surveys, but a good faith effort to find publicly available evaluations.
- *Market Size and Dynamics*. Indicate growth, important developments, entry of important players, and other descriptive material about the marketplace.
- *Analysis of the Marketplace*. Indicate advantages and disadvantages to marketplace participants, successes and failures. Draw comparisons with other marketplaces. Indicate where opportunities exist for further developments.
- *Summary and Future Directions*. State your conclusions and recommendations about this marketplace, and forecast its likely future development.
- *References*. It is important that you reference fully. Items that must have references include: statements of fact ("9 of 10 customers were satisfied"), statement of belief ("the market will be growing dramatically") and quotes ("If HP knew what it knows it would be three times more successful."). See the style guide for format details.

The report should be no more than 8 pages (approx 4000 words) and is due by Session 12. Send your report by email to your instructor. Your report should be carefully written, proof-read, formatted, and attractively presented. However, a key consideration the report is that it be interesting. Nothing is harder than reading a dull report and you will find that executives (not to say university professors) will almost immediately discount reports that are not easy to read. This does not mean that the reports should be "dumbed down."



- **Grading standards**

<b>Letter Grade</b>	<b>Number grade</b>	<b>Approx Dist'n *</b>	<b>Simple Description</b>	<b>More Complete Description**</b>
A+	Over 84	4%	Outstanding	Far exceeds requirements, flawless, creative
A	80-84	10%	Excellent	Polished, original, demonstrating mastery
A-	75-79	14%	Very Good	Some originality, exceeds all requirements
B+	70-74	22%	Good	Exceeds requirements in some respects
B	65-69	26%	Satisfactory	Fulfills requirements in general
B-	60-64	18%	Acceptable	Only minor flaws. Unoriginal
C+	55-59	4%	Pass	Mistakes, recapitulation of course material
C	50-54	2%	Minimum pass	Serious mistakes or deficiencies
D	40-49	1%	Unacceptable	Little understanding, poor performance
E	00-39	1%	Fail	Below the minimum required

\* This is the hypothetical percentage of students that would attain the various levels of performance, over several repetitions of the course, under similar conditions. It is recognised that the distribution in a particular course, particularly with small enrolment, may differ markedly from the long-term distribution.

\*\* The lecturer will develop a more complete or specific description of the meaning of the various levels of performance based upon the specific nature of the assessment in a course. For example, performance may be determined by the qualities of a written report, a classroom presentation, or work in a group project. The words used to describe these kinds of assessments will obviously vary.

### **Assignments:**

#### **Format of assignments**

Assignments must be submitted by e-mail to the paper Coordinator. They should be formatted in Microsoft Word 12pt font, 1.5 line spacing. Appendix material does not count toward the required assignment length.

#### **Penalties for Lateness & Excessive length**

In keeping with standards of professionalism appropriate to this programme, it is expected that deadlines will be honoured. In fairness to students who complete work on time, work submitted after the due date/ time will incur penalties for lateness. The penalty is up to 5% of the report's grade per day (or part thereof) late. Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement) may lead to a waiver of this penalty but need to be discussed with the paper coordinator as soon as possible.

Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic.

### **General University Requirements:**

Students should familiarise themselves with the University's requirements, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures, contained in the Statutes of the Calendar and read the requirements of this paper outline in that context.

#### **Faculty of Commerce and Administration Offices**

##### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at [www.vuw.ac.nz](http://www.vuw.ac.nz).

### **Student and Staff Conduct**

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at [www.vuw.ac.nz/policy/studentconduct](http://www.vuw.ac.nz/policy/studentconduct). The Policy on Staff Conduct can be found on the VUW website at [www.vuw.ac.nz/policy/staffconduct](http://www.vuw.ac.nz/policy/staffconduct).

### **Academic Grievances**

If you have any academic problems with your course you should talk to the tutor or lecturer concerned; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website at [www.vuw.ac.nz/policy/academicgrievances](http://www.vuw.ac.nz/policy/academicgrievances).

### **Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at [www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html).

### **Notice of Turnitin Use**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which maybe forms of cheating or plagiarism. At the discretion of the Head of School, handwritten work maybe copy typed by the School and subject to checking by Turnitin. You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

### ***Students with Impairments***

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

### **Student Support**

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki

Pihipihinga or Victoria International.

In addition, the Student Services Group (email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz)) is available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/).

VUWSA employs Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and Faculty delegates. The Education Office (tel. 04 463 6983 or 04 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz)) is located on the ground floor, Student Union Building.

***Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)***

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta  
Manaaki Pihipihinga Coordinator  
Room 210, Level 2  
Railway West Wing  
Tel. (04) 463 8997  
Email: [Puawai.Wereta@vuw.ac.nz](mailto:Puawai.Wereta@vuw.ac.nz)

Fa'afoi Seiuli  
Pacific Support Coordinator  
Room 109 B  
14 Kelburn Parade  
Tel. (04) 463 5842  
Email: [Faafoi.Seiuli@vuw.ac.nz](mailto:Faafoi.Seiuli@vuw.ac.nz)

The Pacific Support Coordinator is also available on the Pipitea Campus, Room 212, Level 2, Railway West Wing, every Thursday, 1-4pm. No appointment is necessary. You can either come in, email or phone with any issue that you need help with. Fa'afoi links Pacific students to the services and support they need while studying at Victoria.

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