

Syllabus

1. Information about the course and lecturer

1.1. Name of the course:	Digital Business Models
1.2. Faculty that coordinates the course:	Faculty of Management and Finance
1.3. Education path:	Executive Master of Business Administration (EMBA)
1.4. Number of hours scheduled in study plan (<i>16 on-campus + 4 on-line hours / 32 on-campus + 3 on-line hours</i>):	<i>32 on-campus + 3 on-line hours</i>
1.5. ECTS (<i>filled by administrative</i>):	
1.6. Lecturer's first and last name:	Darek M. HAFTOR

2. Course's learning objectives, and its way of verification

2.1. The general purpose/aim of this course:

To provide the course participant with knowledge and skills that enable an identification of underlying opportunities for how to utilize digital technologies in order to generate economic value in the context of a firm and its ecosystem.

2.2. Intendent course outcomes in area of knowledge and skills

a. After completed course, the student will have **knowledge** of:

- What is the economic relation between a firm and its technologies
- What is the relation between mechanical and digital technologies
- What is the relation between a firm's strategy and business model
- What are the key mechanism of economic value creation as activated by digital technology use
- What are the five dimensions for a transformation of existing business model
- What is the relation between a pipeline-based business model and a platform-based business model

b. After completed course, the student will have the following practical **skills**:

- ability to identify the underlying strategy and business model an existing firm
- ability to identify a firm's underlying opportunities to activate economic value creation from its use of digital technologies
- ability to identify opportunities for a firm's transformation into digitalized business model
- ability to identify opportunities for a pipeline-based firm to transform into a platform-based firm

2.3 Course evaluation methods, general guidelines for approving the course (*grading scale: 5 (very good), 4 (good), 3 (adequate), 2 (failed)*).

The course utilizes two assignments: (i) *To-Know*, and (b) *To-Act*.

- Assignment *To-Know* requires the course participant to answer a set of questions from the given course literature.
- Assignment *To-Act* requires the course participant to conduct a focused analysis of a firm and thereby to identify its existing business model and then to formulate proposals for its digitalization.

The final grade is based on the results of the two Assignments.

3. Course content and topics:

- What is the modern firm
- What is technology and digital technology
- What is a firm's strategy: industry-based and resource-based
- What is firm's business model
- What are the key sources of economic value creation in digital business models
- What are the dimension of business model transformation
- What is the difference between pipeline and platform business models

4. Reference list:

- Chapter 3: "The Nature and Purpose of the Firm", in: "The Modern Firm. Organizational Design for Performance and Growth", by John Roberts; 2007, Oxford University Press. ISBN-13: 9780198293750
- Porter, M. (1996). What is Strategy? Harvard Business Review, Nov-Dec., 61-78
- Porter, M. (2008). The Five Competitive Forces that Shape Strategy. Harvard Business review, Jan. 79-93
- Porter, M.E. From competitive advantage to corporate strategy. Harvard Business Review, 1987, May-June, 43-59.
- Stalk, G., Evans, P., Shulman, L.E. (1992). Competing on Capabilities: the New Rules of Corporate Strategy. Harvard Business Review, March-April, 57-69
- David J. Teece, Gary Pisano, Amy Shuen (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, Vol. 18, No. 7 (Aug., 1997), pp. 509-533.
- Porter, M., Millar, V.E. (1985). How Information gives you competitive advantage. Harvard Business review, July-August, 149-174
- Porter, M.E. Strategy and the Internet. Harvard Business Review, 2001, March, 62-78.
- Porter, M.E., Heppelmann, J.E. (2014). How Smart, Connected Products Are Transforming Competition. Harvard Business Review, 65-88.
- Iansiti, M., Lakhani, K.R. (2014). Digital Ubiquity. How Connections, Sensors, and Data Are Revolutionizing Business. Harvard Business Review, November, 91-99.
- Amit, R., Zott, C. (2001). Value Creation in E-Business. *Strat. Mgmt. J.*, **22**: 493-520 (2001)

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- T. Eisenmann, G. Parker, and M. Van Alstyne (2006). *Strategies for Two-Sided Markets*. Harvard Business Review
- Haftor, D.M. (2015). Some Heuristics for Digital Business Model Configuration. *DiFenSE 2015 – Digital Business Innovation and the Future Enterprise Information Systems Engineering*, 27th International Conference on Advanced Information Systems Engineering; 8 – 12 June, 2015, Stockholm, Sweden

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