



COURSE UNIT (MODULE) DESCRIPTION

| Course unit (module) title | Code |
|---|------|
| BUSINESS MODELS & OPERATIONS | |

| Lecturer(s) | Department(s) where the course unit (module) is delivered |
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| Coordinator: Žilvinas Židonis, Assoc. prof | Faculty of Economics and Business Administration |
| Other(s): | |

| Study cycle | Type of the course unit (module) |
|-------------|----------------------------------|
| First | Compulsory / elective |

| Mode of delivery | Period when the course unit (module) is delivered | Language(s) of instruction |
|-----------------------------------|---|----------------------------|
| Face-to-face and blended learning | | English |

| Requirements for students | |
|--------------------------------------|---|
| Prerequisites: not applicable | Additional requirements (if any): not applicable |

| Course (module) volume in credits | Total student's workload | Contact hours | Self-study hours |
|-----------------------------------|--------------------------|---------------|------------------|
| 5 | 130 | 48 | 82 |

| Purpose of the course unit (module): programme competences to be developed | | |
|---|---|---|
| Business Models & Operations is a full semester course covering the conceptualization, design, analysis and implementation of business models as well as the organizational challenges associated with operations management. Students will be introduced to a framework for developing and implementing a new business model and will learn to tailor operations according to selected model. The course will be delivered through a combination of lectures, business canvas seminars, guest lectures and case discussions. | | |
| Learning outcomes of the course unit (module) | Teaching and learning methods | Assessment methods |
| Learn business model concept and use it to explain real-world business problems | Lectures, problem-solving discussions, literature reading | Quizzes, group project work presentations |
| Have basic understanding about business operations management in production and service organizations | Lectures, problem-solving discussions, literature reading | Quizzes, group project work presentations |
| Identify, compare, and critically examine different business model frameworks | Workshops, case-studies, guest lectures, discussions | Quizzes, group project work presentations |
| Identify and evaluate opportunities for creating and capturing value through the design of the business model | Workshops, case-studies, guest lectures, discussions | Quizzes, group project work presentations |
| Understand the value drivers of business models, and how they contribute to the firm's value proposition | Workshops, case-studies, guest lectures, discussions | Quizzes, group project work presentations |
| Identify and explain four global operations strategy options | Workshops, case-studies, guest lectures, discussions | Quizzes, group project work presentations |
| Understand the distinction between goods and services and its impact on operations design and management | Workshops, case-studies, guest lectures, discussions | Quizzes, group project work presentations |

| Content: breakdown of the topics | Contact hours | | | | | | | Self-study work: time and assignments | | |
|--|---------------|-----------|----------|-----------|-----------------|---------------------------|------------|---------------------------------------|------------------|---|
| | Lectures | Tutorials | Seminars | Exercises | Laboratory work | Internship/work placement | E-learning | Contact hours | Self-study hours | Assignments |
| 1. The concepts of international business and global business | 2 | | | | | | | 2 | 5 | Literature reading and analysis |
| 2. Conceptualizing Business Models: Definitions, Frameworks and Classifications | 2 | | | | | | | 3 | 6 | Literature reading and analysis |
| 3. Business model canvas. 9 building blocks. | 4 | | | | | | | 3 | 7 | Literature reading and analysis, group project work |
| 4. Un-bundling business models. The case of Private Banking: three businesses in one | 3 | | 2 | | | | | 5 | 8 | Literature reading and analysis, group project work |
| 5. Long tail business models. The case of Lego new long tail. | 3 | | 2 | | | | | 5 | 8 | Literature reading and analysis, group project work |
| 6. Multi-sided platforms. The case of Google business model. | 3 | | 2 | | | | | 5 | 8 | Literature reading and analysis, group project work |
| 7. Free as a business model. The case of Skype. | 3 | | 2 | | | | | 5 | 8 | Literature reading and analysis, group project work |
| 8. Open business models. The case of Procter & Gamble: Connect & Develop. | 3 | | 2 | | | | | 5 | 8 | Literature reading and analysis, group project work |
| 9. What is Operations Management? Organizing to produce goods and services | 3 | | 2 | | | | | 5 | 8 | Literature reading and analysis, group project work |
| 10. Operations strategy in a global environment. Achieving competitive advantage through operations. | 3 | | 2 | | | | | 5 | 8 | Literature reading and analysis, group project work |
| 11. Operations management. Goods and services selection. Defining a product. Service design. | 3 | | 2 | | | | | 5 | 8 | Literature reading and analysis, group project work |
| Total | 32 | | 16 | | | | | 48 | 82 | |

| Assessment strategy | Weight % | Deadline | Assessment criteria |
|---|----------|---------------------|---|
| Final exam | 40 | Session time | 10 questions quiz |
| Midterm exam | 20 | Mid of semester | 10 questions quiz |
| Group project presentations during seminars | 40 | During the semester | Students make group project presentations during the seminars. Group member receives the same grade unless objections from peers regarding member's contribution are declared. Groups size should be up to 4 or 5 people. Evaluation criteria of group project presentations: 40 % the depth and precision of analysis, information and data quality 40 % presentation of findings and design quality 20 % participation in discussion and provided argumentation |

External students study literature and work on project individually. Externals present all project parts during the special seminar. Course study materials and information is available on virtual learning platform. Externals must take midterm and final exams individually.

| Author | Year of publication | Title | Issue of a periodical or volume of a publication | Publishing place and house or web link |
|---|---------------------|--|--|--|
| Compulsory reading | | | | |
| Osterwalder, A., & Pigneur, Y | 2010 | Business model generation: a handbook for visionaries, game changers, and challengers. | | John Wiley & Sons |
| Peng Mike W. | 2022 | Global Business 5th Edition | | Cengage Learning |
| Heizer, J., Render, B. Munson, C. | 2017 | Operations management 12th ed.. | | Pearson Education |
| Gassmann, O., Frankenberger, K., & Csik, M. | 2010 | The St. Gallen business model navigator | | |
| Teece, D. J | 2010 | Business models, business strategy and innovation. | Long range planning, 43(2), p. 172-194. | |
| Täuscher, K., & Laudien, S. M. | 2017 | Understanding platform business models: A mixed methods study of marketplaces. | European Management Journal | |
| Zott, C., Amit, R., & Massa, L. | 2011 | The business model: recent developments and future research | Journal of management, 37(4), p. 1019-1042 | |
| Optional reading | | | | |
| Hagel, J., Singer, M. | 1999 | Unbundling the Corporation | Harvard Business Review. March–April | |
| Anderson, Chr. | 2006 | “The Long Tail.” Why the Future of Business Is Selling Less of More | | Hyperion Books |
| Eisenmann T., Parker G. G., Marshall W. | 2006 | Strategies for Two-Sided Markets | Harvard Business Review. October | |
| Evans, H., Schmalensee Evans D. S., Hagiu A., Schmalensee R. | 2006 | Invisible Engines: How Software Platforms Drive Innovation and Transform Industries | | The MIT Press |
| Evans, D. | 2003 | Managing the Maze of Multisided Markets.” | Strategy & Business | |
| Anderson, Chr. | 2008 | Free! Why \$0.00 is the Future of Business | Wired Magazine | |

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| Chesbrough, H. | 2006 | Open Business Models: How to Thrive in the New Innovation Landscape. | | Harvard Business Review Press |
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