

# Syllabus – Business Models



DEVELOPMENT OF A MASTER PROGRAMME IN THE MANAGEMENT OF INDUSTRIAL  
ENTREPRENEURSHIP FOR TRANSITION COUNTRIES

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Partners :



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## Business Models

Study program	Year	Semester

Course type: **Elective**

University code

Lectures	Seminar	Tutorial	Laboratory work	Other work	Individ. work	ECTS
50	0	0	0	40	90	6

Lecturer

Languages **English**

### PREREQUISITS

### ОБЯЗАТЕЛЬНЫЕ УСЛОВИЯ

To be able to follow the course more easily, students should possess basic knowledge on:

- general management (e.g. Introduction to management),
- strategic management,
- organization theory.

Prerequisite for taking part at the exam are successfully completed obligations within seminars (project work).

### CONTENTS

### СОДЕРЖАНИЕ

1. Introduction to business models (definitions; value creation and value capture).

2. Characteristics of a good business model.
3. Alternative views on business models (business model CANVAS; activity-system perspective; Baden-Fuller's cognitive view).
4. Development of a business model using CANVAS methodology.
5. Obstacles to business model innovation in companies.
6. Business model case studies (e.g., Tesla, Netflix, etc.).

## READINGS

- Afuah, A. (2014): Business model innovation: Concepts, analysis, and cases. Routledge, New York.
- Jeffries, I. (2017): Building a strong business model (e-book).
- Course reading package (selected articles and cases).

## OBJECTIVES AND COMPETENCES

## ЦЕЛИ И КОМПЕТЕНЦИИ

- To introduce business model concept to students and to show how business model innovation contributes to company success.
- To develop capabilities of identifying and changing a business model in a company.
- To raise awareness of main obstacles in designing and implementing innovative business models.
- To show various business models on practical examples.

## INTENDED LEARNING OUTCOMES

## ОЖИДАЕМЫЕ РЕЗУЛЬТАТЫ ОБУЧЕНИЯ

- Students will have an in-depth knowledge on theoretical concepts and practical examples, related to business models.
- Students will be capable of critical analysis and evaluation of business models of existing companies.
- Students will understand the process of designing a business model for a new company and the process of changing a business model for an existing company.
- Students will recognize the importance of business model innovation for value creation and value capture.



## LEARNING AND TEACHING METHODS

## МЕТОДЫ ОБУЧЕНИЯ И ПРЕПОДАВАНИЯ

Work is organized as classical lectures (30%), combined with article analyses (5%), case studies (10%), short videos (5%), active classroom discussions (10%), and preparation and presentation of projects (based on real-life business cases) (40%).

## ASSESSMENT

## ОЦЕНКА

- Project preparation and presentation: 60% (linked to learning outcomes 3 and 4).
- Written exam: 40% (linked to learning outcomes 1 and 2).

There is zero tolerance for plagiarism at this course. As part of the process of evaluating all written reports, they will be verified by an anti-plagiarism program. The above permissible percentage of matching, provided that the authors of the literature and sources used are properly cited, cannot exceed 25%. Sanctions for violators are the withdrawal of all points for written reports and the prohibition of admission to the exam in the current academic year.

## LECTURER'S REFERENCES