



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
BUSINESS MODELS & OPERATIONS	

Lecturer(s)	Department(s) where the course unit (module) is delivered
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	
Chesbrough, H.	2006	Open Business Models: How to Thrive in the New Innovation Landscape.		Harvard Business Review Press