

IMBA PROGRAM
COLLEGE OF COMMERCE
NATIONAL CHENGCHI UNIVERSITY
(Strategy and Business Modeling)
Fall 2013

A. Instructor: Professor Sandra S. Liu

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Class Hours: Selected Wednesday, Saturday, and Sunday

B. Readings

Required Readings (Online)

Beneficial Readings:

Aaker, Jennifer (2011), "The power of storytelling: What nonprofits can teach private sectors about social media," *The McKinsey Quarterly*, February, 1-6.

Anderson, Chris (2008), *The Long Tail: Why the future of business is selling less of more*, Hyperion.

Bughin, Jacques (2011), "The Web's €100 billion surplus," *The McKinsey Quarterly*, January, 1-4.

Fisher, M.J., & Starr, K. (2009). *Real Good, Not Feel Good*.

Kim, W. Chan and Mauborgne, Renee (2005). *Blue Ocean Strategy: How to create uncontested market space and make competition irrelevant*, Mass: Harvard Business School Press.

Kohli, Ajay K. and Bernard J. Jaworski (1990), "Market orientation: The construct, research propositions, and managerial implications," *The Journal of Marketing*, 54 (2), 1-18.

Kim, W. Chan and Mauborgne, Renee (2005). *Blue Ocean Strategy: How to create uncontested market space and make competition irrelevant*, Mass: Harvard Business School Press.

Li, Charlene and Josh Bernoff, Josh (2008). *Groundswell: Winning in A World Transformed by Social Technologies*, Boston, Mass: Harvard Business Press.

Osterwalder, Alexander and Pigneur, Yves (2010). *Business Model Generation*, New Jersey: John Wiley & Sons, Inc.

Sotiriou, Dean and Dennis Wittmer (2001), "Influence Methods of Project Managers: Perceptions of Team Members and Project Managers," *Project Management Journal*, 32 (3), 12-20.

C. Course Objectives

This course aims to provide students with pedagogical learning of business processes and strategies for ensuring the sustainability of business initiatives. Furthermore, through the in-class experiential learning, the course will also focus on developing the students' marketing orientation and awareness, motivation, and self-efficacy in building business models based on the core competencies of the organization.

D. Grading Policy

Class Participation and Discussion	20%
<i>Individual (10%)</i>	
<i>Within the team (10%)</i>	
Projects	80%
<i>Case Business Model (20%) Empathy Map (20%)</i>	
<i>Final Presentation (15%) Final report (25%)</i>	
TOTAL	100%

E. Important Notes and Policies

Students are expected to come to class prepared with some knowledge of the corresponding readings for that particular session. Students shall try to come to class no later than 15 minutes after the scheduled start time. There should be no reading of outside materials including newspapers, magazines, or books. Questions and comments are welcome and encouraged in class. However, please be self-respectful when expressing your views.

All the course projects are group activities. Therefore, everyone will be in a group of no more than six members. Each team will determine for themselves how they want to divide up the work on all of the team projects. Projects will include research, analysis, written papers and oral presentations throughout the semester. A written business model and team presentation of that model will be due at the end of the semester. The main elements of the business model include:

1. Executive summary
2. Business scenario
3. Customer segments and respective value propositions
4. Key partners and their value propositions
5. Key activities and key resources
6. Customer relations and channel
7. Cost structure and revenue streams
8. Financials

F. Course Reports

The following is the format for the project report:

1. A cover page should include business title, group number, and names of the members. If there were to be any concern about the individual participation, please include the percentage of individual contribution to the assignment.
2. Diagrams/figures and tables should be listed as appendices. They should be cited in the text.
3. Double-spaced.

G. Class Presentation

<i>Class Presentation</i>	
<i>Rules</i>	<i>20 minutes</i> <i>Participated with all team members</i>
<i>Presentation Score Sheet</i>	<p>~~~suggested grading criterion~~~</p> <ul style="list-style-type: none"> ● <i>Presentation skills (PowerPoint aesthetics, complementarities of oral and visual communication)</i> ● <i>Language and clarity</i> ● <i>Handling of Q&A (attitude toward criticism and the way of answering)</i> ● <i>The content (richness in information, the structure, value-added in analysis, relevance to the subject)</i>

CLASS SCHEDULE

#	Date	Content	Reading	Activity
1.	12/14	Introduction Today's society and the relevant business issues	<ol style="list-style-type: none"> 1. Good and bad strategies 2. Have you tested your strategy lately 3. Breaking strategic inertia 4. Managing the strategy journey 5. How strategists lead 	Knowing the peers
2.	12/15	Business case concept Strategic Marketing concepts revisited	<ol style="list-style-type: none"> 1. Capturing business value with social technology 2. The social side of strategy 3. Measuring marketing's worth 4. Future of Marketing 	Case study on BM Developing business concept
3.	12/18	Business modeling	<ol style="list-style-type: none"> 1. We are all marketers 2. Lean services 	Developing empathy map
4.	12/21	Brand planning	<ol style="list-style-type: none"> 1. Creating customer advantage 2. Product branding 3. The focused company 4. Building brands in emerging market 	Prototyping business concept
5.	12/22	Business system analysis	<ol style="list-style-type: none"> 1. The Microeconomics of Industry Supply 2. Human factor in service design 3. Informal network 4. Agile operations for volatile times 5. VP in multichannel retailing 	Developing key activities and cost structure
6.	12/25	Business Model planning	<ol style="list-style-type: none"> 1. Designing product for value 2. Social media in China 	Design of business model
7.	12/28	Presentation and group discussion		