

IMBA PROGRAM
COLLEGE OF COMMERCE
NATIONAL CHENGCHI UNIVERSITY
(Strategy and Business Modeling)
Fall 2015

A. Instructor: Professor Sandra S. Liu

E-mail: liuss@purdue.edu

Phone: 0989160452

Class Hours: Saturdays and Sundays during Dec. 12-27

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.

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.

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.

Payne, Adrian F., Storbacka, Kaj, and Frow Pennie (2008), "Managing the co-creation of value," *Journal of the Academy of Marketing Science*, 36, 83-96.

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	10%
<i>Individual (5%)</i>	
<i>Within the team (5%)</i>	
Article Presentations	10%
Cases	15%
BM Project	65%
<i>Case Business Model (15%)</i>	<i>Empathy Map (10%)</i>
<i>Final Presentation (20%)</i>	<i>Final report (20%)</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

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>	~~~suggested grading criterion~~~ <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.	12/12	Introduction Today's society and the relevant business issues	1. What is strategy 2. Good and bad strategies 3. Turning strategy into reality	Knowing the peers Case discussion with strategic tools
2.	12/13	Strategic Marketing concepts revisited Introduction to business modeling	1. Managing marketing's worth 2. Co-creation of value 3. Value driver for e-commerce	Case study Developing business concept
3.	12/19	Business modeling cases Business modeling	1. Creating value through business model innovation 2. Reinventing business model 3. Unbundling	Case study on BM Developing empathy map
4.	12/20	Brand planning Business system analysis	1. Evolving consumers 2. In need of a retail turnaround 3. Access-based consumption	Design of business model
5.	12/26	Business Model planning	1. Informal network 2. Human factor in service design 3. The enabled enterprise	Developing key activities and cost structure
6.	12/27	Presentation and group Discussion		