



## COURSE SYLLABUS DRAFT

### BUSINESS MODELS – THE NEW FRONTIER OF STRATEGY

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**EM Strasbourg Business School (France)**

**June 5 – June 16**  
(9:00 am – 12:00 m)  
**Saturdays June 9, June 16**  
(9:00 am – 12:00 m)



#### DESCRIPTION

Business modeling involves the allocation of critical resources and competences in a competitive environment over relatively long periods of time in the pursuit of the creation of value for customers and the capture of the value thus created. Business models are influenced by many factors such as the resources available to management, the industry and the competitive conditions, and of course the firm's internal structure, systems, and culture.

Participants will learn to assess why and how new and emerging business models develop in a variety of contexts (industries, countries). They will learn how to use methods to explore and exploit breakthrough business models.

The course addresses topics such as two-sided markets, free to fee businesses, ecosystems, network externalities, and servicization.



## OBJECTIVES

- To ensure mastery of business model theory and practice, and certify that students understand the vital role business models play in modern business
- To instill in students an appreciation of the importance of a business model-based approach to business
- To articulate the core characteristics of business models rooted in open innovation, sustainability, shared knowledge, and a technological workplace
- To hone students' skills for formulating business model strategies by developing and understanding of a firm's operative environment

## METHODOLOGY

This course is taught through a combination of readings, lectures, case studies, discussions, and individual and team exercise. Teaching methodology emphasizes a practical approach and real-world applications, as well as a focus on best business and industry practices.

Students will be expected to display satisfactory analytical and problem-solving skills, and to present subject matter in novel ways depending on the application of these skills.

Sufficient time will be devoted to a frank and open exchange of views between students and with the instructor. Student participation in class discussions is encouraged through an interactive teaching style, and the instructor will endeavor to provide personalized attention.

## EVALUATION

1. Individual Assignments: 50%
  - a. Final exam: 25%
  - b. Class Participation: 25%
2. Teamwork Assignments: 50%
  - a. Capstone teamwork – 'Hot topic in business model' analysis: 25%
  - b. Case study: 25%

## PRE-REQUISITES

Marketing Management / Strategy / Business Strategy courses are a plus to take the most of this course.