

BA3T2-Business Models

Unit 1-Introduction: Definition — Generating a business model – Nine building blocks of a canvas (Value Propositions; Key Activities; Key Partners; Key Resources; Customer Relationships; Customer Segments; Channels; Cost Structure and Revenue Streams)

Unit 2-Planning and Execution: Profitability potential of resources (VRISA analysis) – Sources of competitive advantage (SevenCs model)– Model for execution (BS2PE framework).

Unit 3-Cost and Financing:Cost drivers (Industry; Resource; Activity; Position) - Sources of financing (retained earnings; working capital; debt; equity; and strategic collaboration)

Unit 4-Corporate Social Responsibility:Types of responsibilities (Economic, Legal, Ethical, Discretionary) – Corporate Governance Structure –Drivers of Irresponsibility.

Unit 5-Business Excellence Models: Core values and concepts – Business Excellence frameworks of USA (MBNQA); Europe (EFQM) and CII-EXIM Model of India.

Relevant Case Studies to be discussed in each unit.

TEXT BOOKS

1. Afuah, Allan; “Business Models: A Strategic Management Approach”, McGraw-Hill, New York, 2004.
2. Osterwalder, Alexander and Yves Pigneur; “Business Model Generation”, John Wiley & Sons, New Jersey, 2012.

REFERENCE

1. Haim Kilov, Kilov Haim Kilov, “Business Models: A Guide for Business and It”, Prentice Hall.
2. Johnson, Mark W.; “Seizing the White Space: Business Model Innovation for Growth and Renewal”, Harvard Business School Press, Boston, 2010.
3. Christian Nielsen and Morten Lund, “Business models-Networking, innovation and globalizing”, free e-book downloadable at “<http://bookboon.com/download/9331acdd-8452-427f-b55c-a0c900bb7c65.pdf>”