

WM9J8-15 Business Model Generation

22/23

Department

WMG

Level

Taught Postgraduate Level

Module leader

Ali Ahmad

Credit value

15

Module duration

1 week

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

A business model describes how an organisation creates, delivers and captures value, and tools such as the Business Model Canvas and the Value Proposition Canvas can help you design and test innovative business models at low risk.

Research and case studies have shown that new innovative business models can give greater competitive advantage for longer compared with traditional product, process or technology-based innovation. New business models have caused industry disruption in markets such as travel, accommodation, manufacturing and computing, with examples like Netflix. Uber, AirBnB, ZoomGoats, Alibaba, TikTok, WeChat and many others..

Module aims

This module will describe, demonstrate and practice the use of Business Models Patterns and Business Model design and evaluation tools in creating, describing, analysing and iterating new business proposals or opportunities.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

What is a business model and why is it important.

The core types of business models.

The process of Business Model Design and supporting tools and viewpoints.

Case study design and evaluation of different models

Synthesising the elements of the model

Evaluation of Business Models.

Business Model Canvas and the Lean Business Model Canvas

The Minimum Viable Proposition (MCP) and Pivots

Learning outcomes

By the end of the module, students should be able to:

- Identify, describe and synthesise the key elements of a business model
- Appraise and analyse the business model generation process
- Compare and contrast different business models identifying the competitive advantage of each.
- Synthesise new business models using innovation to enhance or modify existing business models
- Evaluate and test business model designs and pivot to better designs.

Indicative reading list

Business Model Generation – Alexander Osterwalder & Yves Pigneur, Published by John Wiley and Sons, ISBN 978-0470-87641-1

Running Lean – Iterate from Plan A to a plan that works – Ash Maurya Published by O'Reilly ISBN 978-1-449-30517-8

Sprint – How to solve Big Problems and test new ideas in 5 days – Jake Knapp – Bantam Press – ISBN 9780593076118

The Service Innovation Handbook – Lucy Kimbell – BIS Publishers – ISBN 9789063693534

Business Models Made Easy – Don Debelak Entrepreneur Press ISBN 1-59918-041-3

Seizing the White Space – Business Model Innovation for growth and Renewal, Mark W Johnson Harvard Business Press ISBN 978-1-4221-2481-9

The Lean Startup: How Constant Innovation Creates Radically Successful Businesses Eric Ries.

This is Service Design Thinking – Marc Stickdorn BIS Publishers, ISBN 978-90-6369-256-8

From Zero to One – Peter Thiel – Crown Business – ISBN 978-0804139298

Recommended are

The Lean Startup,

Crossing the Chasm,

Angel (the book).

Other Resources below: A couple Paul Graham essays below plus a startups site, and the Kawasaki pitch template.

- www.paulgraham.com/top
- www.paulgraham.com/ds
- www.fakegrimlock.com

- guykawasaki.com/the-only-10-slides-you-need-in-your-pitch
- <https://www.youtube.com/channel/UCxIJJaCMEptJjxmmQgGFsnCg>
- <https://www.startupschool.org>

Research element

Market Evaluation, Competitor Evaluation, Value Proposition evaluation. Target Customer evaluation

Interdisciplinary

Synthesis of ideas from different disciplines to design and evaluate solutions across a wide range of markets.

International

Consider and factor in differences in markets, legal environments, social and cultural norms and their impact on the Business Model design.

Subject specific skills

How to design an effective business model for the execution of a business idea, Design Thinking Approach to problem solving, The Lean Sprint as a project delivery tool, Business Model Design, Competitor evaluation, Business Idea Generation & Evaluation, Empathy Mapping, Product-Market Fit, Applying The Business Model Canvas, Applying The Lean Canvas, Business Model evaluation methods, Using Other structured methods to investigate and develop Business ideas. Effective Pitching of Business Ideas.

Transferable skills

Communication – through presentations embedded in the module, and direction setting for the team work, Dependability – reliability in contribution during the module, Teamwork – ability to work as part of a lean sprint team, Organization – Act as Sprint Master co-ordinator and allocating work for the team, Adaptability – play different team roles in the syndicate for the class, Leadership – Leading the team in different tasks, Technology Literacy – evaluating the technology readiness for the business model designed. Market Analysis, Idea evaluation methods, User centered design.

Study

Study time

Type	Required	Optional
Lectures	8 sessions of 1 hour 30 minutes (8%)	
Seminars	10 sessions of 1 hour 30 minutes (10%)	
Tutorials	3 sessions of 1 hour (2%)	2 sessions of 2 hours
Practical classes	(0%)	
Supervised practical classes	(0%)	2 sessions of 2 hours
Fieldwork	(0%)	1 session of 2 hours
Private study	57 hours (38%)	
Assessment	63 hours (42%)	
Total	150 hours	

Private study description

Independent reading of the additional lecture material and viewing of recommended videos to support the practical exercises undertaken in seminars and in-class workshops.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A

	Weighting	Study time	Eligible for self-certification
Post-module assignment	90%	60 hours	Yes (extension)
Demonstrate the application of the appropriate tools and methodology to a business opportunity of their own identification to design a viable business model. Class examples, workshop ideas not to be used. Emphasis on use of diagrams, tables, illustrations to develop the design and present the solution(s).			
In module teamwork	10%	3 hours	No
Based on a 12 minute Team presentation of the results from their in class workshops. plus minimum of 15 minutes of questions from panel regarding their presentation. Typically teams of 3,4,5 persons.			

Assessment group R

	Weighting	Study time	Eligible for self-certification
Reassessment Report	100%		No
Written Assignment Report that demonstrate the application of the appropriate tools and methodology to a business opportunity of their own identification. A demonstration and critical assessment of the design a viable business model. Class examples, workshop, or previous submission ideas not to be used again. Emphasis on use of diagrams, tables, illustrations to develop the design and present the solution(s).			

Feedback on assessment

Syndicate work feedback in-module during the week, and feedback after presentations.

Feedback report (specific and general) on assigned post module work as per standard WMG PMA feedback template.

Availability

Courses

This module is Core for:

- Year 1 of TWMS-H1S6 Postgraduate Taught Innovation and Entrepreneurship (Full-time)
- Year 1 of TWMS-H1SF Postgraduate Taught Service Management and Design (Full-time)

This module is Optional for:

- Year 1 of TCHA-F1PW Postgraduate Taught Polymer Science