



ONLINE Ljubljana Summer School
"Take the Best from East & West"
4 – 22 July 2022

University of Ljubljana

SEB SCHOOL OF ECONOMICS AND BUSINESS

Strategy and Business Model Development

Bachelor course (ECTS: 6)

10.00 – 12.30

ČATER Tomaž

University of Ljubljana, School of Economics and Business, Slovenia

Course objectives

- To provide students with the knowledge about the process of strategic management and business model development.
- To teach students how to link the knowledge acquired from different functional courses and use it in strategy and business model development processes.
- To raise awareness of main obstacles in designing and implementing strategies and business models.
- To teach students how to use and critically evaluate the literature in the field of strategic management and business models, link the acquired knowledge with current practical problems and enable them for further research work in the field of strategic management and business models.
- To help students implement theoretical concepts and methodological tools on real-life examples.

Course description with day-by-day topics description

PROGRAMME DAY	ACTIVITY/TOPIC/SESSION
Monday, 4 July	LSS Welcome session (no lectures)
Tuesday, 5 July	Introduction to strategy and business model development What is strategy? What are business models? How do they differ and how are they interlinked? Why are strategies and business models important?
Wednesday, 6 July	Strategic analysis – part 1 How is external environment structured and how to analyze it? What and how to analyze as part of internal environment? Which analytical approach(es) to choose and when/where they are best applicable?



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Thursday, 7 July	Strategic analysis – part 2 Step-by-step guideline through SWOT analysis with example. Step-by-step guideline through portfolio analysis with example.
Friday, 8 July	Methodology of strategy formulation Alternative approaches to strategy formulation. How to include stakeholders in strategy formulation? How to formulate a good mission statement, identity and values? How to formulate a good vision? Defining strategic objectives and the priorities of objectives. Defining strategic activities and linking them with objectives (strategic maps).
Monday, 11 July	Corporate strategies What should a good corporate strategy explain? Types of corporate strategies with examples. Advantages and disadvantages of different corporate strategies. Motives and preconditions for a successful diversification. What if a company cannot or does not want to grow (stability and retrenchment strategies)?
Tuesday, 12 July	Business and functional strategies Alternative approaches to classifying business strategies. Advantages and disadvantages of alternative generic business strategies with examples. Why business functions (operations, marketing, HR etc.) also develop strategies and what is the role a general manager in these processes?
Wednesday, 13 July	Strategy evaluation and strategy implementation Which criteria should be used to evaluate strategic alternatives? What are the main reasons that well developed strategies are not (fully) implemented? How to minimize the problems of strategy implementation (step-by-step guidelines through strategy implementation process)? How can business models help implement strategies better?
Thursday, 14 July	Business model development Designing, analyzing and innovating business models. The building blocks of a good business model. Business model Canvas – the structure and usage with examples.
Monday, 18 July	Typical business model patterns + Strategy and business model control Unbundled corporation model. Long-tail model. Multi-sided platform model. Free (freemium, bait and hook, razor and blades) models. Open business (open innovation) model. No-frills / low cost model. The essence of strategic control.



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Tuesday, 19 July	Discussion and case presentations of specific strategic problem solutions with business model innovations
Wednesday, 20 July	No lectures (preparation for final examination)
Thursday, 21 July	Final examination / Project presentations
Friday, 22 July	Meeting hours with students & LSS Farewell session

Course materials

Obligatory:

- Čater Tomaž (2022): Strategy and Business Model development - PowerPoint Slides. Ljubljana: School of Economics and Business.
- Course reading package (cases and papers given to the students).

Supplementary:

- Hitt Michael A., Ireland Duane R., Hoskisson Robert E. (2010 or later): Strategic management: Concepts and cases. 9th ed. Cincinnati: South-Western Publishing.
- Jeffries, I. (2017): Building a strong business model (e-book).

Teaching methods

Teaching methods include lectures, case studies, active classroom discussions, and project work.

Prerequisites

Students are expected to be fluent in English (understanding, writing and speaking), to prepare for class by reading some short texts in advance, to participate actively in discussions, and to be ready to work in individually as well as in a team. No specific knowledge on strategy and/or business models is expected.



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Evaluation and grading

Examination consists of three parts:

- active participation (short assignments and active discussions): 10%,
- seminar project (written project and oral presentation): 30%,
- written final exam: 60% (in case of on-site/face-to-face course delivery two short quizzes will be organized [in week 2 and week 3] and students who pass these quizzes with at least 70% do not have to take the final exam).

Grading scale:

DEFINITION	%	LOCAL SCALE	ECTS SCALE	Grade (USA)
exceptional knowledge without or with negligible faults	92-100	10	A	A+, A, A-
very good knowledge with some minor faults	85-91	9	B	B+, B
good knowledge with certain faults	77-84	8	C	B
solid knowledge but with several faults	68-76	7	D	C+, C, C-
knowledge only meets minimal criteria	60-67	6	E	D+, D
knowledge does not meet minimal criteria	<60	5	F	