XAVIER INSTITUTE OF MANAGEMENT, BHUBANESWAR XIM UNIVERSITY

Course Name	Platform Business Models
Program	MBA(BM)
Batch	2023 - 2025
Term	V (Cap of 120 students)
Credits	3.0
Course Instructor	Prof. Bhaskar Basu (bhaskar@xim.edu.in)

Course Introduction and Objectives

Platform businesses are taking over every industry and are already a part of our everyday lives like Uber, Airbnb, and Amazon. Platforms make it possible to connect tools, teams, data, and processes under one digital roof and are becoming increasingly integral to business value creation. Whilst traditional linear business models create value through products or services by taking raw material components as inputs and creating products/services to push these to the market, the platform business model does not own the means of production, but rather creates and facilitates the means of connection. This course provides a perspective to understanding platform business models and how it is different from traditional linear models, both in terms of strategies and operations. This course will combine real-world examples with cases and highlight technology as an enabler in the design of platform business models, with a focus on digital innovation.

Course Content

The course comprises the following broad topics:

- a) Discovering Digital Business Models
- b) Platforms as Networks
- c) Platforms as Ecosystems
- d) Platform Scaling and Value Creation
- e) Platform Design
- f) Platform Pricing

Course Learning Outcomes (CLO)

This course is designed to prepare you to operate effectively in platform environments by providing frameworks and theories to analyze and manage existing businesses.

CLO 1: Understand platform business models and how they are different from conventional models

CLO 2: Analyze the strategies and design of specific platform models in a given situation

Reading and References

- Platform Strategy: How to Unlock the Power of Communities and Networks to Grow Your Business by Reillier and Reillier (Taylor Francis)
- The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power by Cusumano, Gawer and Yoffie (Harper Collins)
- Platform Business Models: Frameworks, Concepts and Design by R. Srinivasan (Springer)
- Platform Scale: How an emerging business model helps startups by Sangeet Paul Choudary (Platform Thinking Labs)
- The Age of the Platform: How Amazon, Apple, Facebook, and Google Have Redefined Business by Simon and Joel (Simon Hris Consulting)
- Cases and supplementary handouts/weblinks

Pedagogy and Student Workload

The pedagogy will primarily be case-based, with assignments and group tasks, which may involve anything from 60-90 hrs besides the regular classroom sessions. Group evaluation won't exceed 40 hours, and the students are expected to do their tasks diligently and without fail.

Session	Торіс	Session Learnings	Reading
1-3	Discovering Digital Models	What is a digital	
		business model? How	
		do you optimize your	
		digital business	
		model?	
4-5	Introduction to Platform Businesses	Traditional Business	
		Models and Platform	
		Business Models;	
		Platform Roles;	
		Platforms as	
		Ecosystems	
6	Case Discussion		HBS Case
7-8	Network Effects and Building Ecosystems	Positive and Negative	
		Network Effects;	
		Same-side and Cross-	
		side Network effects;	
		examples of	
		Ecosystems	

Session Plan

	Quiz-1 (Tentative)		
9-10	Value Creation in Platforms	Value Architecture:	
		DMTE as a Cycle;	
		Winner Takes All	
		Dynamics	
11	Case Discussion		HBS Case
12-13	Platform Architecture and Network	Proof of Concept,	
	Mobilization	Mobilization of	
		Resources, Scaling	
		up and Platform	
		Maturity	
14-15	Platform Pricing	Subsidy and money	
		sides; Pricing Models	
16	Case Discussion		HBS Case
	Quiz-2 (Tentative)		
17-18	Platform Rules	Competing against	
		Platforms; MSPs as	
		Regulators	
19	The Future of Platforms	Why some Platforms	
		are better than others?	
20	Case Discussion		HBS Case

* Practitioner session will be accommodated in the plan subject to availability and alignment of topic

Assessment Scheme

Component	Weightage (%)	Assessment of Course Learning
		Outcome(s) (CLO)
Quiz	20%	CLO 1
Class Participation	15%	CLO 1
Group Activity	10%	CLO 2
Group Presentation (Case)	15%	CLO 2
End-Term	40%	CLO 1
		CLO 2

Academic Discipline and Integrity

Students are expected to be regular and come to class on time. Latecomers will not be given attendance. Students involved in academic dishonesty/plagiarism will receive ZERO on the particular component in which the infraction occurred. Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, talking during examinations; aiding and abetting another student's dishonesty; giving false information for the purpose of gaining credits; and resorting to free-riding in group activities. Depending upon the severity of incident, grade deductions or even worse outcome (like getting F) is possible. Displaying in-appropriate behavior during session hours can also lead to marks or grade deductions. Deadlines in terms of deliverables should be adhered to, else you may be penalized. All group members should contribute in a project and all group members should necessarily be present during final presentation. The instructor reserves the right to modify the sequence of sessions and make minor alterations in course outline and/or evaluation component(s) during the timeline of the course administration. Any other disciplinary issue(s) will be dealt as per provision in Student manual of policies of XIM University (effective July 2022).

Mapping Course Leaning Outcomes (CLO) with the Program Learning Goals (PLG)

PLG#	Program Learning	Trait	Addressed by	Course
	Goal		Yes	No
PLG1		The students will demonstrate	Yes	
	Functional and	understanding of elements of all		
	Business Skills	functional areas		
PLG2		The students will use analytical	Yes	
		techniques to identify a business		
	Analytical Skills	problem, and suggest a solution		
PLG3		The students will exhibit voluntary	Yes	
	Collaboration and	cooperation and effective teamwork in		
	teamwork attributes	a group setting		
PLG4		The students will understand the ethical		No
		complexities of conducting business.		
		The students will adopt techniques in		
	Ethical	scenarios involving ethical dilemma		
	responsibility	and offer resolution		
PLG5	Communication	The students will produce reasonably		No
		good quality business documents. The		
		students will become effective and		
		confident communicators		