ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

DIGITAL BUSINESS MODELS

Course code	*MNG 254*
Compulsory in the programmes	*Entrepreneurship and Innovation*
Level of studies	*Undergraduate*
Number of credits	*3 ECTS (24 contact hours + 3 consultation hours, 53 individual work hours)*
Course coordinator (title and name)	*Vytautas Černiauskas*
Prerequisites	*None*
Language of instruction	*English*

THE AIM OF THE COURSE:

The course aims to give students the comprehension of requirements to a business model from established business community entities such as investors, key partners, and employees. The course covers several key elements of a business model through design, planning and execution. Each component leaves the student with a reusable kit for a future business modelling and creation.

MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT AND TEACHING METHODS

Course level learning outcomes (objectives)	Degree level learning objectives (Number of LO)	Assessment methods	Teaching methods
CLO1 To be able to define business models and understand their core components	BLO1.1.	Homework, course project	Lectures, practicing and discussions, individual project
CLO2 To be able to evaluate entrepreneurship and human capital needs for the business model	BLO1.2.	Homework, course project	Lectures, practicing and discussions, individual project
CLO3 To be able to understand business funding sources, properties, and process	BLO1.1.	Homework, course project	Lectures, practicing and discussions, individual project
CLO4 To be able to evaluate chosen business model revenue, costs, and capital need	BLO1.1. BLO1.2.	Homework, course project	Lectures, practicing and discussions, individual project
CLO5. Develop critical thinking ability and problem-solving skills through experiential learning.	BLO4.1.	Homework, course project	Lectures, practicing and

	BLO4.2		discussions, individual project
	BLO4.3		

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	In-class hours	Readings
Business and Business Models (BMs) components and requirements	2	Will be provided on elearning
Types and classification of BMs	2	Will be provided on elearning
Value creation, pricing, financial projections, revenues, costs, and capital need for a BM	2	Will be provided on elearning
Planning and building a BM	2	Will be provided on elearning
Theory meets the real world: practical examples of BMs and cases	2	Will be provided on elearning
Course project presentation	2	Will be provided on elearning
	Total: 24 hours	
CONSULTATIONS	3	
FINAL EXAM	2	

FINAL GRADE COMPOSITION

Type of assignment	%
Group Components 30%	
Course project	30
Individual Components 70%	
In-class contribution	20
Final exam	50
Total:	**100**

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

UNIVERSITY OF MANAGEMENT
AND ECONOMICS

APPROVED BY
THE STUDY COMMISSION
Minutes No. 02-12-2025-13
as of 26th August 2025

(Provide short descriptions and grading criteria of each assignment)

1. **Final exam**. The final exam is a case analysis requiring to apply and critically reflect on the course's key theories and frameworks. Answers should show own reasoning and understanding. Students may also be asked to explain or defend their analysis in a short reflection.

2. **The course project** course project will contribute 30% of final grade. The project will follow lectures and seminars work, as well as homework structure. Course project is to be done on the group basis. The project will have to be presented to a panel of peers.

3. **The in-class contribution** will count for 20% of the final grade. It may include participation in discussions on the topic of the lecture, participation in group and individual problem-solving tasks. Students are expected to **read relevant chapters and other reading materials before coming to the class and be prepared to discuss various questions related to the topic.**

RETAKE POLICY

Retake will account for 50% of all course evaluations and will be based on the complete course material. **The coursework cannot be resubmitted later**.

REQUIRED READINGS

[1] Horrowitz, B., (2014) The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers Hardcover. Harper business
[2] Livingston J., (2007) Founders at Work: Stories of Startups' Early Days. Apress
[3] Chen, A., (2021) The Cold Start Problem: How to Start and Scale Network Effects. Harper Business
[4] Osterwalder, A., and Pigneur, Y. (2010) Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. John Wiley and Sons
[5] Bock, A. J. and G., George (2018) The Business Model Book: Design, build and adapt businessideas that thrive. Pearson
[6] Gassmann, O., Frankenberger, K. and M. Csik (2014) The Business Model Navigator: 55 modes that will revolutionise your business. Pearson
[7] (2019) HBR's 10 Must Reads On Business Model Innovation. Harvard Business Review Press.

ANNEX

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the <u>Bachelor of Business Management</u>
Programmes:
International Business and Communication,
Business Management and Marketing,
Finance,
Industrial Technology Management,
Entrepreneurship and Innovation

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper

Learning objectives for the <u>Bachelor of Social Science</u>
Programmes:
Economics and Data Analytics,
Economics and Politics

Learning Goals	Learning Objectives
Students will be critical thinkers	ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines
	ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements
Students will have skills to employ economic thought for the common good	ELO2.1.Students will have a keen sense of ethical criteria for practical problem-solving
Students will be technology agile	ELO3.1. Students will demonstrate proficiency in common business software packages
	ELO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	ELO4.1.Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	ELO4.2.Students will be able to convey their ideas effectively through an oral presentation
	ELO4.3. Students will be able to convey their ideas effectively in a written paper