

MSM554 Platform Strategy for Business 商业平台战略

Level: 5

Credit Units: 5 Credit Units

Language: CHINESE

Presentation Pattern: EVERY JAN

Synopsis:

A platform business connects members of communities and enables them to transact. This business model is distinctive from that of traditional organizations, as it does not involve the use of linear value chains, to buy and transform raw materials into products or services in order to sell them at a profit. The course examines the characteristic of the platform business model and review successful (and not-so-successful) cases to derive useful management principles. In addition, the course examines the challenges that traditional companies face with platform competition and discuss their strategic options. Topics will also include how old and new business models can be combined to create entire self-reinforcing platform-powered ecosystems. A range of platform examples, such as eBay, Alibaba, Amazon, Google, Apple, Facebook, Uber and Airbnb, will be used as case studies to illustrate key business insights. 平台业务连接社区成员并使他们能够进行交易。这种商业模式与传统组织的商业模式不同，因为它不涉及使用线性价值链，购买原材料并将其转化为产品或服务以出售它们以获利。该课程检查平台业务模型的特征并回顾成功（和不太成功）的案例，以得出有用的管理原则。此外，该课程还探讨了传统公司在平台竞争中面临的挑战，并讨论了他们的战略选择。主题还将包括如何结合新旧商业模式来创建整个自我强化的平台驱动的生态系统。一系列平台示例，例如 eBay、阿里巴巴、亚马逊、谷歌、苹果、Facebook、Uber 和 Airbnb，将用作案例研究来说明关键的业务见解。

Topics:

- The rise of the platform business model 平台商业模式的兴起
- Economic characteristics of platforms - Network effects 平台的经济特征——网络效应
- Comparison of the platform business and traditional industries 平台业务与传统行业的比较
- Life stages of a platform business 平台业务的生命阶段
- Managerial challenges of a platform business 平台业务的管理挑战
- Principles for successful platforms 成功平台的原则
- Challenges faced by traditional firms being disrupted by platforms 传统企业被平台颠覆所面临的挑战
- Strategic options for traditional firms being disrupted 传统企业被颠覆的战略选择
- Policies to increase value and enhance growth 增加价值和促进增长的政策
- Platform regulations 平台规范
- Business plans on innovative platforms 创新平台上的商业计划
- Case studies on successful platforms 成功平台案例研究

Learning Outcome:

- Analyse how platform businesses manage to disrupt and dominate vast traditional industries. 分析平台企业如何设法颠覆和主导广大的传统行业。
- Formulate how platform businesses outcompete traditional companies. 制定平台企业如何在竞争中胜过传统公司。
- Appraise how the rise of the platform transforms the principles governing economic growth and business competition. 评估平台的兴起如何改变支配经济增长和商业竞争的原则。
- Compare the similarity and difference between platform businesses and pipe businesses. 比较平台业务和管道业务的异同。
- Assess the life stages of platform businesses, their managerial challenges, and the strategic options for traditional firms being disrupted. 评估平台业务的生命阶段和管理挑战，以及传统公司被颠覆的战略选择。
- Formulate business plans on innovative platforms to effectively engage the target audience. 在创新平台上制定业务计划，以有效吸引目标受众。
- Develop critical thinking skills to examine a platform business and its management problems. 培养批判性思维能力来检查平台业务及其管理问题。
- Demonstrate proficiency in communication and group work. 展示沟通和团队工作能力。

Assessment Strategies - Regular Semester (Evening Class):

Components	Description	Weightage Allocation (%)
Overall Continuous Assessment	PRE-CLASS QUIZ 1	10
	PARTICIPATION 1	15
	GROUP BASED ASSIGNMENT 1	25
Overall Examinable Components	ECA	50
Total		100

*The information listed is subject to review and change.