

School of Management Fudan University

Course Outline

**Course Title: Global Practices and China Specifics: Internet Platform and Its Ecology
Strategies in China
Semester: Fall 2022**

GENERAL INFORMATION

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COURSE DESCRIPTION

Internet, Internet+ and broad adoption of Internet-based platforms as well as social networks have been reshaping the economy greatly. Accordingly, various competitive strategies that worked for conventional business are no longer suitable for the new Internet economy with strong network effect and information transparency. This course is designed for managers in the Internet era to rethink about their business strategy for success in online efforts.

Driven by typical industrial cases, this course examines the specialties of network economy and featured platform theory as well as competitive strategies applied in the Internet economy, which includes platform design strategies, pricing strategies, competition strategies and governance strategies. This course applies theory-based reasoning to analyze and explain different strategies adopted by platform companies under various situations in the network economy. This course further explores new business opportunities and corresponding competitive strategies and student are encouraged to implement various competitive strategies under real business circumstances to build competitive advantages.

Through course learning and discussion, students will learn to understand online business and offline business in an integrated business framework, take advantage a two-sided network platform to reshape business, use various pull strategies in platform promotion and design core features, interactions, metrics and governance to enhance platform competitiveness.

COURSE OBJECTIVES

1. Understand specialties of platform theory and featured competitive strategies applied in the platform business
2. Apply theory-based reasoning to analyze and explain different strategies adopted by companies under various situations in the platform business
3. Explore new business opportunities and corresponding competitive strategies in the platform business

4. Implement various competitive strategies under real business circumstances to build competitive advantages in the platform business			
COURSE LEARNING OUTCOMES			
Course Learning Outcomes		Aligned Program Learning Objectives	
CLO1. Understand specialties of platform theory and featured competitive strategies applied in the platform business		1, 2	
CLO2. Apply theory-based reasoning to analyze and explain different strategies adopted by companies under various situations in the platform business		2, 3	
CLO3. Explore new business opportunities and corresponding competitive strategies in the platform business		2, 3, 4	
CLO4. Implement various competitive strategies under real business circumstances to build competitive advantages in the platform business		3, 4	
TEACHING			
Course Teaching and Learning Activities		Contact Hours	Study Load (%)
1) Lecturing: of fundamental theories and recent developments		12	33
2) Classroom discussion: Regarding specific topics and business cases, in-class discussion will be conducted.		6	16.7
3) Individual homework: Students will be assigned individual homework, such as the analysis of his or her firm’s electronic market strategy. They will apply the theories learned to their firm’s real need.		3	8.3
4) Team project: Teams will be formed. Each team will pick a topic (e.g., the electronic market strategy and practice of a firm) and conduct an in-depth analysis. They need to not only diagnose the current practice, but also prepare a business case for an innovative electronic market strategy.		3	8.3
5) Team discussion: Groups discuss course content and team project.		3	8.3
6) Case analysis: Students read and discuss the assigned case, and share their understanding in the class.		6	16.7
Total		36	100%
Assessment Methods	Brief Description	Weight	Aligned Course Learning Outcomes
1. In-class participation	1) Every absence will cause two scores deducted	20%	1, 2, 3
	2) If you notify the TA in advance, half deduction will		

2. Group case assignments	apply 3) Active participation in class discussion and questions will be awarded for class contribution 1) Assignments should be submitted by the due dates 2) All questions should be answered 3) For each case, two groups will be selected randomly to present 4) Each group will have chances to present for four times	40%	2, 3,
	3. Final project		
	1) Students need to finish a project based on topics of their interest 2) Project should be worked out by each student independently	40%	2, 3, 4
Total		100%	

COURSE SCHEDULE

S/N	Date	Course Content	Course Reference	Assignments
1	2022/9/9	Platform Fundamentals	<ul style="list-style-type: none"> Platform Revolution: Chapters 1-2,12 Paper: Alstytne, Parker and Choudary. Pipelines, Platforms, and the New rules of Strategy. Harvard Business Review, April 2016 	Assignment 1
2	2022/9/16	Platform Architecture	<ul style="list-style-type: none"> Platform Revolution: Chapter 3 Case: Coursera (HBS 9-714-412, revised September 2015) 	Assignment 2
3	2022/9/23	Platform Disruption	<ul style="list-style-type: none"> Platform Revolution: Chapter 4 Case: Ant Financial (A),(B),(C); (HBS 9-617-060, revised March 13, 2019; 9-618-041, revised Feb. 5, 2018; 9-618-042, revised Feb. 5, 2017) 	Assignment 3

4	2022/9/30	Launch, Growth and Measurements of the Platform	<ul style="list-style-type: none"> ▪ Platform Revolution: Chapters 5&9 ▪ Case: Airbnb, Etsy, Uber: Acquiring the First Thousand Customers (HBS 9-516-094, Jan. 2018) ▪ Case: Airbnb, Etsy, Uber: Growing from One Thousand to One Million Customers (HBS 9-516-108, Jan. 2018) 	Assignment 4
5	2022/10/14	Monetization of the Platform	<ul style="list-style-type: none"> ▪ Platform Revolution: Chapter 6 ▪ Case: Didi Chuxing: Transforming Transportation in China (W18577, Sep. 19, 2018) ▪ Case: Uber Pricing Strategies and Marketing Communications (UV 6878, May 2, 2016) 	Assignment 5
6	2022/10/21	Platform Openness, Governance and Transformation	<ul style="list-style-type: none"> ▪ Platform Revolution: Chapters 7&8 ▪ Case: Haier: Incubating Entrepreneurs in a Chinese Giant, 2018 (HBS 9-318-104, May 2018) ▪ Case: HSTYLE: The Internet Fast Fashion (FDC-16004-2X-P-E, July 2018) 	Assignment 6
7	2022/10/28	Platform Competition and Regulation	<ul style="list-style-type: none"> ▪ Platform Revolution: Chapters 10-11 ▪ Case: A Difficult Decision: the War between QQ and 360 (FDSM Case; Dec. 2015) ▪ Case: Platform Competition in China: Alibaba vs. Tencent (FDC-19010-1X-P-E, September 2019) 	Final Project

COURSE MATERIALS (e.g. journals, reading list, website addresses etc.)

Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You ; By Geoffrey G. Parker, Marshall W. Van Alstyne, and Sangeet Paul Choudary

Publisher: W W Norton Company; 1st edition (March 28, 2016)

Language: English

ISBN-13: 9780393249132

All materials are in the course package.

Pre-reading will be very helpful to your participation and understanding.

Cases & Articles:***Cases:***

1. Coursera (HBS 9-714-412, revised September 2015)
2. Ant Financial (A),(B),(C); (HBS 9-617-060, revised March 13, 2019; 9-618-041, revised Feb. 5, 2018; 9-618-042, revised Feb. 5, 2017)
3. Airbnb, Etsy, Uber: Acquiring the First Thousand Customers (HBS Case 9-516-094, Jan. 8, 2018)
4. Airbnb, Etsy, Uber: Growing from One Thousand to One Million Customers (HBS Case 9-516-108, Jan. 8, 2018)
5. Didi Chuxing: Transforming Transportation in China (W18577, Sep. 19, 2018)
6. Uber Pricing Strategies and Marketing Communications (UV 6878, May 2, 2016)
7. Haier: Incubating Entrepreneurs in a Chinese Giant, 2018 (HBS 9-318-104, May 2018)
8. HSTYLE: The Internet Fast Fashion (FDC-16004-2X-P-E, July 2018)
9. A Difficult Decision: the War between QQ and 360 (FDSM Case; revised Dec. 2015)
10. Platform Competition in China: Alibaba vs. Tencent (FDC-19010-1X-P-E, September 2019)

Articles:

1. Alstyne, Parker and Choudary. Pipelines, Platforms, and the New rules of Strategy. Harvard Business Review, April 2016
2. Baye M. R., J.R.J. Gatti, P. Kattuman and J. Morgan. (2007). A Dashboard for Online Pricing. California Management Review. Vol 50(1), pp. 201-216
3. Bower J. and C.M. Christensen (1995). Disruptive Technologies: Catching the Wave, Harvard Business Review (Jan.-Feb.).
4. Bryce D.J., J.H. Dyer, and N.W. Hatch. Competing Against Free, Harvard Business Review, Jun. 2011
5. Dellarocas C. (2010). Online Reputation Systems: How to Design One That Does What You Need. MIT Sloan Management Review, Vol 51(3), pp. 33-40
6. Eisenmann T. Winner-Take-All in Networked Markets, HBS Note 9-806-131, Sep., 2007
7. Eisenmann T. R. and A. Hagiu (2008). Staging Two-sided Platforms, HBS Note 9-808-004
8. Parker and Van Alstyne, "Strategies for Two- Sided Markets" Harvard Business Review (2006)
9. Wessel M. and C.M. Christensen. Surviving Disruption, Harvard Business Review, December 2012.
10. McAfee and Brynjolfsson, "Big Data: The Management Revolution", Harvard Business Review, October 2012. pp. 59-68.
11. Hayashi, A.M. "Thriving in a Big Data World", MIT Sloan Management Review, Winter 2014, Vol. 55(2). pp 36-39.

References:***Books:***

1. Re-Thinking the Network Economy: The True Forces That Drive the Digital Marketplace, by Stan J. Liebowitz, AMACOM, September 2002, 1st Edition, ISBN: 0814406491
2. Enterprise 2.0: New Collaborative Tools for Your Organization's Toughest Challenges, by Andrew

McAfee, Harvard Business School Press, 11/30/2009, 1st Edition, ISBN: 1422125874

3. Platform Ecosystems: Aligning Architecture, Governance, and Strategy, by Amrit Tiwana, MK, 2014, 1st Edition, ISBN: 978-0-12-408066-9

Useful Websites:

1. Definitions for the most current IT-related terms: <http://whatis.techtarget.com/>;
<http://wiki.donews.com/index.php>
2. CIO Magazine: <http://www.cio.com/>
3. China Internet Network Information Center: <http://www.cnnic.cn/>
4. ComputerWorld Magazine: <http://www.computerworld.com/>
5. Info World: <http://www.infoworld.com>
6. Red Herring: <http://www.redherring.com>
7. The Gartner Group: <http://www.gartner.com>
8. Iresearch Group: <http://www.iresearch.com.cn>
9. Library of Fudan: <http://www.library.fudan.edu.cn>

ACADEMIC REQUIREMENTS (e.g. plagiarism, academic honesty etc.)

Academic dishonesty is behavior in which a deliberately fraudulent misrepresentation is employed in an attempt to gain undeserved intellectual credit, either for oneself or for another. It includes, but is not necessarily limited to, the following types of cases:

- a. Plagiarism - The representation of someone else's ideas as if they are one's own. Where the arguments, data, designs, etc., of someone else are being used in a paper, report, oral presentation, or similar academic project, this fact must be made explicitly clear by citing the appropriate references. The references must fully indicate the extent to which any parts of the project are not one's own work. Paraphrasing of someone else's ideas is still using someone else's ideas, and must be acknowledged.
- b. Unauthorized Collaboration on Out-of-Class Projects - The representation of work as solely one's own when in fact it is the result of a joint effort.
- c. Cheating on In-Class Exams - The covert gathering of information from other students, the use of unauthorized notes, unauthorized aids, etc.
- d. Unauthorized Advance Access to an Exam - The representation of materials prepared at leisure, as a result of unauthorized advance access (however obtained), as if it were prepared under the rigors of the exam setting. This misrepresentation is dishonest in itself even if there are not compounding factors, such as unauthorized uses of books or notes.

Where a candidate for a degree or other award uses the work of another person or persons without due acknowledgement:

1. The relevant Board of Examiners may impose a penalty in relation to the seriousness of the offence;
2. The relevant Board of Examiners may report the candidate to the Senate, where there is *prima facie* evidence of an intention to deceive and where sanctions beyond those in (1) might be invoked.

ADDITIONAL COURSE INFORMATION