

**The Government of the Russian Federation
Federal State Autonomous Institution for Higher Professional
Education National Research University Higher School of Economics
St. Petersburg Branch
St. Petersburg School of Economics and Management**

**Course Syllabus
Platform Economy**

Area of Studies: 38.04.08 “Finance and Credit”

Level: Master

Master Programme “Finance”

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Recommended by the Head of the Students’ Office for Master in Finance Master Programme

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Approved by the Academic Council of Master in Finance Master Programme

On 30th August 2018 # 1-2018/19

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St. Petersburg, 2018

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Course Syllabus

Title of the course	Platform Economy				
Title of the Academic Programme	All Master Programmes				
Type of the course	Elective				
Prerequisites	-				
ECTS workload	3				
Total indicative study hours	Directed Study	Self-directed study	Total		
	32	76	114		
Course Overview	The discipline is focused on substance and different models of platforms – a new fast-growing model of organization of business activities. Students will gain knowledge on the nature of platforms, different types of platforms, business models in platform economy and co-existence of traditional companies and platforms. The course covers different aspects of functioning of platforms. The discipline aims to provide students with the understanding how to launch, maintain, and develop platforms and how to use benefits of platforms in order to increase business efficiency.				
Intended Learning Outcomes (ILO)	Know key notions of platform economy. Understand the principles of implementation of platform business models. Analyze the influence of platforms on traditional economy. Able to evaluate risks of implementation of platforms. Understand perspectives and problems of using platforms.				
Teaching and Learning Methods	The course consists of lectures (12 hours) and tutorials (20 hours). The tutorials involve student presentations (in small groups), problems solving, case analysis and the individual assignment (project).				
Content and Structure of the Course					
№	Topic / Course Chapter	Total	Directed Study		Self-directed Study
			Lectures	Tutorials	
1	Nature of Platforms <ul style="list-style-type: none">- What is a platform?- Types of platforms- Evolution of platforms- Platform economy- Why did platform economy emerge	17	2	2	13
2	Principles of platform economy <ul style="list-style-type: none">- Access-based production and consumption- Platforms and sharing- Advantages and risks of platforms- Problems of legal regulation	17	2	2	13
3	Classifications of platforms <ul style="list-style-type: none">- Level of centralization	20	2	4	14

	<ul style="list-style-type: none">- Level of competition between users- Key resource- Ownership				
4	Platform business models <ul style="list-style-type: none">- Three-level model of efficiency- Value creation- Value delivery- Value capture	20	2	4	14
5	Platforms and traditional companies <ul style="list-style-type: none">- What is the future of traditional companies?- Business models of traditional companies in the platform capitalism age- Possible models of coexistence of platforms and traditional companies	20	2	4	14
6	Prospects for Platform Economy in Different Industries	20	2	4	14
Total study hours		114	12	20	82
Indicative Assessment Methods and Strategy		Students' progress will be measured by students' activities in making team's project (50%) and a final exam. The final exam will take the form of defending projects that amounts to 50% of the final grade. Assessment			
		Type of testing	Form of testing	Parameters	
		Current (50%)	Homework	Presentation the research's results by home task	
		Final (50%)	Exam	Final presentation of student teams' project	
		Tasks to seminars: <ul style="list-style-type: none">1. Describing and explaining your choice of platform based on the first lecture materials2. Analysis of model of production and consumption and risks and advantages of the platform3. Identification of the type of platform within different classification4. Analysis of the platform's models of value creation, value delivery and value capture5. Analysis of the reaction of traditional players within the sector in which the platform operates6. Describing and explaining of what platform development's direction will be the most important for different sectors and why (based on the all seminars materials).			
Readings / Indicative Learning Resources		Main textbook			

Parker, G. G., van Alstyne, M. W. and Choudary, S. P. (2016), *Platform revolution. How networked markets are transforming the economy and how to make them work for you*. W. W. Norton & Company, Inc., New York.

Additional readings

Acquier, A., Daudigeos T. and Pinkse J. (2017), "Promises and paradoxes of the sharing economy: An organizing framework", *Technological Forecasting & Social Change*, Vol. 125, pp. 1-10.

Benkler, Y. (2017). "Peer production, the commons, and the future of the firm", *Strategic Organization*, Vol. 15 no 2, pp. 264-274.

Botsman, R., and Rogers, R. (2010), *What's mine is yours*. Collins: London

Calo, R. and Rosenblat, A. (2017), "The Taking Economy: Uber, Information and Power", *Columbia Law Review*, Vol. 117 no 6, pp. 1623-1690.

Cockayne, D. J. (2016). "Sharing and neoliberal discourse: The economic function of sharing in the digital on-demand economy", *Geoforum*, Vol. 77, pp. 73-82.

Davis, G. F. (2016), *The vanishing American corporation: Navigating the hazards of a new economy*. Ann Arbor, MI: Berrett-Koehler Publishers.

Dufva, M., Koivisto, R., Ilmola-Sheppard, L. and Junno, S. (2017), "Anticipating Alternative Futures for the Platform Economy", *Technology Innovation Management Review*, Vol. 7, No 9, pp. 6-16.

Hellwig, K., Morhart, F., Girardin, F. and Hauser, M. (2015), "Exploring Different Types of Sharing: A Proposed Segmentation of the Market for "Sharing"", *Businesses. Psychology & Marketing*, Vol. 32 no 9, pp. 891-906.

Kathan, W., Matzler, K. and Veider, V. (2016), "The sharing economy: Your business model's friend or foe?", *Business Horizons*, Vol. 59, pp. 663-672.

Kenney, M. and Zysman, J. (2016), "The rise of the platform economy", *Issues in Science and Technology*, Vol. 32 no 3, pp. 61-69.

Lamberton, C. P., and Rose, R. L. (2012), "When is ours better than mine? A framework for understanding and altering participation in commercial sharing systems", *Journal of Marketing*, Vol. 76 no 4, pp. 109-125.

Libert, B., Wind, Y. and Beck, M. (2014), "What AirBnB, Uber and Alibaba Have in Common", *Harvard Business Review*, available online at <https://hbr.org/2014/11/what-airbnb-uber-and-alibaba-have-in-common> (accessed 05.03.2018).

Martin, Ch. J. (2016). "The sharing economy: A pathway to sustainability or a nightmarish form of neoliberal capitalism?" *Ecological Economics*, Vol. 121, pp. 149-159.

Matzler, K., Veider, V., and Kathan, W. (2015), "Adapting to the sharing economy", *MIT Sloan Management Review*, Vol. 56 no 2, pp. 71-77.

Pereira, J., Viscusi, G. and Tucci, Ch. L. (2017), "Crowd organizations: towards a definition", *Academy of Management Proceedings*, Vol. 1, pp. 14424-14426.

Perren, R. and Kozinets, R. V. (2018), "Lateral Exchange Markets: How Social Platforms Operate in a Networked Economy", *Journal of Marketing*, Vol. 82 no 1, pp. 20-36.

Philip, H. E., Ozanne, L. K. and Ballantine, P. W. (2015), "Examining temporary disposition and acquisition in peer-to-peer renting", *Journal of Marketing Management*, Vol. 31, nos 11-12, pp. 1310-1332.

	<p>Piscicelli, L., Ludden, G. D. S. and Cooper, T. (2018), “What makes a sustainable business model successful? An empirical comparison of two peer-to-peer goods-sharing platforms”, <i>Journal of Cleaner Production</i>, Vol. 172, pp. 4580-4591.</p> <p>Selloni D. (2017), <i>Co-Design for Public-Interest Services</i>. Springer International Publishing AG, Cham, Switzerland.</p> <p>Sundararajan, A. (2016), <i>Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism</i>. Cambridge, MA: MIT Press.</p> <p>Täuscher, K. and Laudien, S. M. (2017). “Understanding platform business models: A mixed methods study of marketplaces”, <i>European Management Journal</i>, available online at https://www.sciencedirect.com/science/article/pii/S0263237317300853 (accessed 05.03.2018).</p> <p>Tiwana A. (2014), <i>Platform ecosystems: aligning architecture, governance and strategy</i>. Waltham, MA: Morgan Kaufmann.</p>
Academic Support for the Course	For achieving targets of discipline teachers need to be integrated into an interconnected set of content of lectures, seminars and independent work of masters. The aim of the discipline, as mentioned earlier, is the formation of universal and professional competences in the field of platform-oriented development of companies.
Facilities, Equipment and Software	For the successful development of the discipline, the student uses the following software: Microsoft Office package (Word, Excel, PowerPoint), Acrobat Reader.LCD projector
Course Instructors	Ivan Kotliarov Vitalii Lipatnikov

Intended Learning Outcomes (ILO) Delivering

Programme ILO	Course ILO	Teaching and Learning Methods for delivering ILO	Indicative Assessment Methods of Delivered ILO
ILO8 Take the responsibility and persuade the audience in the efficiency and reasonability of the decisions	To set of theoretical knowledge necessary to understand the nature of platform economy and to effectively manage platform operators. To develop skills of using the analytical apparatus necessary for the purposes of platform management and preparing presentations	Individual projects Group projects and discussions Real-life tasks Cases	Reports on projects Individual assignments Exam

	about platform projects.		
ILO10 Demonstrate an innovative, open and ethical mindset	To understand main innovative features of platform economy and to know ethical values that are central in platform economy revolution. To be able to find new opportunities on platform economy.	Group discussions Real life tasks Cases	Individual assignments Exam

Course Content

Topic 1. Nature of Platforms

Definition of a platform. Different types of platforms. Evolution of platforms: from offline platforms to digital platforms. Platform economy: a definition. Reasons underlying the emergence of platform economy

Topic 2. Principles of Platform Economy

Access-based production. Access-based consumption. Functions of the central operator. Role of platforms in sharing economy. Advantages and risks of platforms. Platform work. Legal regulation of platform business.

Topic 3. Classifications of Platforms

Number of sides. Level of centralization. Level of competition between users. Key resource. Crowdsourcing. Crowdfunding. Models of transfer of ownership. Specific and non-specific platforms.

Topic 4. Platform Business Models

Three-level model of efficiency. Value creation. Value delivery. Value capture.

Topic 5. Platforms and Traditional Companies

Platforms as a risk factor for traditional companies. Business models of traditional companies in platform capitalism age. Possible models of coexistence of platforms and traditional companies.

Topic 6. Prospects for Platform Economy in Different Industries

Factors that help or hinders implementation of platforms in different industries

A SAMPLE PLAN OF TUTORIALS

Tutorial 1. Nature of Platforms

The discussion on the choice of a platform for future analysis

Tutorial 2. Principles of Platform Economy

We discuss the model of production and consumption used by different platforms and analyze its advantages and disadvantages as well as problems of its regulation

Tutorial 3. Classifications of platforms

We analyze positions of selected platforms within different classifications

Tutorial 4. Platform Business Models

The discussion of different business models used by platforms

Tutorial 5. Platforms and Traditional Companies

Discussion of strategies of coexistence of platforms and traditional companies within the selected industry

Tutorial 6. Prospects for Platform Economy in Different Industries

Analysis of the general situation of platform economy in different industries

Assessment Methods and Criteria

Assessment Methods

Types of Assessment	Forms of Assessment	Modules			
		1	2	3	4
Formative Assessment	Test				
	Essay				
	Report/Presentation			*	
	Project			*	
	In-class Participation			*	
	Other (write appropriate control forms for the course)			*	
Interim Assessment (if required)	Assignment (e.g. written assignment)				
Summative Assessment	Exam			*	

Assessment Criteria

In-class Participation

Grades	Assessment Criteria
«Excellent» (8-10)	A critical analysis which demonstrates original thinking and shows strong evidence of preparatory research and broad background knowledge.
«Good» (6-7)	Shows strong evidence of preparatory research and broad background knowledge. Excellent oral expression.
«Satisfactory»(4-5)	Satisfactory overall, showing a fair knowledge of the topic, a reasonable standard of expression. Some hesitation in answering follow-up questions and/or gives incomplete or partly irrelevant answers.
«Fail» (0-2)	Limited evidence of relevant knowledge and an attempt to address the topic. Unable to offer relevant information or opinion in answer to follow-up questions.

Project Work

Grades	Assessment Criteria
«Excellent» (8-10)	A well-structured, analytical presentation of project work. Shows strong evidence and broad background knowledge. In a group presentation all members contribute equally and each contribution builds on the previous one clearly; Answers to follow-up questions reveal a good range and depth of knowledge beyond that covered in the presentation and show confidence in discussion.
«Good» (6-7)	Clearly organized analysis, showing evidence of a good overall knowledge of the topic. The presenter of the project work highlights key points and responds to follow up questions appropriately. In group presentations there is evidence that the group has met to discuss the topic and is presenting the results of that discussion, in an order previously agreed.
«Satisfactory»(4-5)	Takes a very basic approach to the topic, using broadly appropriate material but lacking focus. The presentation of project work is largely unstructured, and some points are irrelevant to the topic. Knowledge of the topic is limited and there may be evidence of basic misunderstanding. In a group presentation, most of the work is done by one or two students and the individual contributions do not add up.
«Fail» (0-2)	Fails to demonstrate any appropriate knowledge.

Written Assignments (Essay, Test/Quiz, Written Exam, etc.)

Grades	Assessment Criteria
«Excellent» (8-10)	Has a clear argument, which addresses the topic and responds effectively to all aspects of the task. Fully satisfies all the requirements of the task; rare minor errors occur.
«Good» (6-7)	Responds to most aspects of the topic with a clear, explicit argument. Covers the requirements of the task; may produce occasional errors.
«Satisfactory» (4-5)	Generally addresses the task; the format may be inappropriate in places; display little evidence of (depending on the assignment): independent thought and critical judgement include a partial superficial coverage of the key issues, lack critical analysis, may make frequent errors.
«Fail» (0-2)	Fails to demonstrate any appropriate knowledge.