



Course and Examination Fact Sheet: Spring Semester 2019

8,208: Business Model Innovation

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - Group examination paper with presentation (all given the same grades) (40%)

Decentral - Active participation (10%)

Decentral - Written examination (50%, 60 mins.)

Attached courses

Timetable -- Language -- Lecturer

[8,208,1.00 Business Model Innovation](#) -- Englisch -- [Frankenberger Karolin](#)

Course information

Course prerequisites

There are no formal prerequisites for this course. However, this course will be particularly useful for students who consider careers in management and management consulting.

Course content

Firms today are facing an ever-changing business environment, brought about by trends such as digitisation, big data and sustainability, which are fundamentally altering the way firms conduct business. Therefore, in order to stay competitive, firms need to radically transform their business model, or risk sharing the same fate as Blockbuster and Kodak. During the Business Model Innovation elective, students will learn how firms can adapt their business models to the opportunities and threats within their business environment and today's digital age by applying the framework from the best selling Business Model Navigator, developed by Prof. Frankenberger here in St Gallen. During this elective students will take part in a business challenge where they will work closely with well-known firms to re-invent their business models by applying the theoretical knowledge learnt in class with the support of top tier consulting industry experts.

Course structure

The course consists of traditional lectures, guest lectures, cases, a company visit, a group business challenge and a final exam.

The lectures are based on the following goals:

- *Understand the principles of business model innovation*
- *Get to know different concepts how to innovate business models, e.g. blue ocean strategy, canvas, and the business model Navigator*
- *Understand the challenges of a selected industry and company with respect to the business model and learn how to innovate the business model of a selected Company*
- *Get to know the working practice of a leading consultancy*
- *Learn from practitioners from leading firms*
- *Experience the challenge of finding the most innovative and robust business model innovation among your peers*

The group challenge is designed to allow students to apply the theories that they learn in class to a real-life case. Students are expected to present their re-invented business model to a jury of company representatives at the end of the course and to also provide a detailed final paper.

Course literature

Key readings:



Gassmann, O., Frankenberger, K., Csik, M. (2014): The Business Model Navigator, FT Publishing Pearson

Gassmann, O., Frankenberger, K., Sauer, R. (2016): Exploring the Field of Business Model Innovation: Towards New Theoretical Perspectives. Palgrave MacMillan.

Further mandatory readings:

Chesbrough, H., & Rosenbloom, R.S. (2002). The role of the business model in capturing value from innovation: evidence from Xerox Corporation's technology spin-off companies. *Industrial & Corporate Change*, 11(3), 529-555.

Demil, B., & Lecocq, X. (2010). Business Model Evolution: In Search of Dynamic Consistency. *Long Range Planning*, 43(2/3), 227-246.

Foss, N. J., & Saebi, T. (2017). Fifteen years of research on business model innovation: How far have we come, and where should we go?. *Journal of Management*, 43(1), 200-227.

Johnson, M.W., Christensen, C.M., Kagermann, H. (2008). Reinventing Your Business Model. *Harvard Business Review*, 86(12), 50-59.

Magretta, J. (2002). Why Business Models Matter. *Harvard Business Review*, 80(5), 86-92.

Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Hoboken, NJ: John Wiley & Sons.

Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). *Value proposition design: How to create products and services customers want*. John Wiley & Sons.

Teece, D.J. (2010). Business models, business strategy and innovation. *Long Range Planning*, 43(2-3), 172-194.

Zott, Christoph, & Raphael Amit. "Business model design: an activity system perspective." *Long Range Planning* 43.2 (2010): 216-226.

Additional course information

This will be an interactive, demanding class that is also a lot of fun. I expect students to be prepared for the discussions (have read the assigned cases/literature, have reflected on questions), and to participate actively in the discussions.

Examination information

Examination sub part/s

1. Examination sub part (1/3)

Examination time and form

Decentral - Group examination paper with presentation (all given the same grades) (40%)

Remark

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Examination-aid rule

Term papers

- Term papers must be written without anyone else's help and in accordance with the known quotation standards, and they must contain a declaration of authorship.
- The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the APA or MLA standards. The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into the text in accordance with the precepts of the applicable quotation standard, while informative and bibliographical notes must be added as footnotes (recommendations and standards can be found, for example, in METZGER, C. (2017), *Lern- und Arbeitsstrategien* (12th ed., Cornelsen Schweiz).



- For any work written at the HSG, the indication of the page numbers both according to the MLA and the APA standard is never optional.
- Where there are no page numbers in sources, precise references must be provided in a different way: titles of chapters or sections, section numbers, acts, scenes, verses, etc.
- For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B. (2018, Juristisches Arbeiten: Eine Anleitung für Studierende (6. Auflage), Zürich: Schulthess, or the recommendations of the Law School).

Supplementary aids

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Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/3)

Examination time and form

Decentral - Active participation (10%)

Remark

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Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/3)

Examination time and form

Decentral - Written examination (50%, 60 mins.)

Remark

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Examination-aid rule

Extended Closed Book

The use of aids is limited; any additional aids permitted are exhaustively listed under "Supplementary aids". Basically, the following is applicable:

- At such examinations, all the pocket calculators of the Texas Instruments TI-30 series and mono- or bilingual dictionaries (no subject-specific dictionaries) without hand-written notes are admissible. Any other pocket calculator models and any electronic dictionaries are inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as notebooks, tablets, PDAs, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

None

Examination languages

Question language: English



Answer language: English

Examination content

The contents of the lectures, group project and the independent studies as well as all compulsory readings on StudyNet uploaded until the end of the course.

Examination relevant literature

The contents of the lectures and the independent studies as well as all compulsory readings on StudyNet uploaded until the end of the course

Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc. When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 24 January 2019
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 18 March 2019
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 08 April 2019

Please look at the fact sheet once more after these deadlines have expired.