



Course and Examination Fact Sheet: Autumn Semester 2021

7,911: Designing Digital Business and Transformation

ECTS credits: 5

Overview examination/s

(binding regulations see below)

Decentral - Written examination (with defined exam duration) (20%, 60 mins.)

Examination time: term time

Decentral - examination paper written at home (in groups - all given the same grades) (50%)

Examination time: term time

Decentral - Presentation (in groups - all given the same grades) (20%)

Examination time: term time

Decentral - examination paper written at home (individual) (10%)

Examination time: term time

Attached courses

Timetable -- Language -- Lecturer

[7.911.1.00 Designing Digital Business and Transformation \(CEMS exclusive course\)](#) -- Englisch -- [Leimeister Jan Marco](#), [Ebel Philipp Alexander](#)

Course information

Course prerequisites

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Learning objectives

1. You can understand and assess the economic and societal impact of new technologies (i.e., Artificial Intelligence), and ultimately the importance and purpose of digital transformation.
2. You can apply a human-centered design (St. Gallen Business Innovation Approach) based on a thorough understanding of user needs and business potential to design digital innovations and create a prototype for a specific, real-world case problem.
3. You can systematically evaluate a prototype and the corresponding business model for a specific case problem in a context of ambiguity and fuzzy front-end innovation projects are characterized by.

Course content

What is a formula for success for companies such as Facebook, Google, Amazon, Uber and others? These companies, which are amongst the biggest and most valuable corporations worldwide, have an extremely customer-centric focus and are able to offer highly desirable products and services. Thus, they are able to effectively create whole new markets. Although leaders like Steve Jobs and Mark Zuckerberg are visionaries, the success of such firms is not solely based on the genius of their leaders. In fact, these companies understand how to translate approaches from their start-up phase into their regular operations. Doing so, these companies are able to respond quickly and flexibly to a fast-changing, technology-driven world to their advantage. These "digital innovators" understand how to identify gaps in the value creation process of existing business models and complement it with their digital service offerings.

This way of thinking is not only a concern for pure internet players. Banks are challenged by fintech companies such as N26, traditional car manufactures such as BMW or Audi are facing new market entrants such as Tesla or are challenged by new mobility concepts such as Lyft or Uber. These companies have to adapt their value proposition and operations and transform it into digital business to secure their market position and generate future revenue.

Thereby, companies increasingly use entrepreneurial approaches and methods that allow them to execute innovation projects in small, effective teams with a fast pace. This so-called "internal venturing" allows companies to generate and test new ideas and



innovations without being limited to hierarchical and bureaucratic restrictions of a large corporation. In order to follow this approach, employees who understand and are able to apply agile innovation approaches of successful start-ups are much needed - the "intrapreneur" becomes a popular and demanded skills profile.

Hence, the goal of this course is to teach and convey the competencies to develop digital business models. Within this course, the students work on real-life cases from well-known companies by applying the St.Gallen Digital Business Innovation Approach and develop customer-centric solutions. During the process, students will apply different scientific methods, thus, deepening and applying their knowledge from other courses. In addition, participants will gain deeper knowledge about the development of digital services, business models, and transformation approaches. Cases are solved in teams of four to five students each with the support of company ambassadors and method coaches.

Course structure and indications of the learning and teaching design

The first part of the course consists of a kickoff session, a case session and a method training session, while the second part of the course allows students to apply their newly gained knowledge by developing solutions to real-life challenges posed by corporate partners.

As part of the kickoff session, an overview of the topics of digital business and transformation, as well as the St.Gallen Digital Business Innovation approach, is given. You will be presented both the requirements of this course and the company projects. Further, required readings and materials for self-study are shared. (Please note: Self-study of the provided relevant literature is strongly recommended for the entry exam). The case study session illustrates the topics of digital business and transformation with real-world examples and gives students the first opportunity to apply their newly gained knowledge. As part of the method training, participants will learn more profoundly about the St.Gallen Business Innovation approach as a possible tool to generate and develop business ideas. At the beginning of the method training session, the entry exam will take place, which tests students' knowledge of the newly gained content.

Following that, teams will work on the company cases. Within a timeframe of around two months, participants try to pervade and understand the given case and its underlying problem and document it with the Value Proposition Canvas. Subsequently, students are asked to develop a solution by building an appropriate prototype. The Business Model Canvas represents the economic evaluation of this prototype as the third artifact. During this process, the students have the opportunity to receive valuable feedback from company ambassadors as well as the method coaches (Please note: It is highly recommended to make use of this interaction opportunities to ensure quality, depth and scope of the developed solution).

At the end of the seminar, students present their solution to the problem owners and companies involved in the course in the form of a short pitch. Last, every student contemplates the course and the lessons learned by writing a one-page reflection essay.

Course literature

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Additional course information

In case of the President's Board having to implement new directives due to the SARS-CoV-2 pandemic in AS2021, the course information listed above will be changed as follows:

- The course is conducted online via the platform "Zoom".
- The recordings of the course will not be saved.
- The lecturer informs via Canvas on the changed implementation modalities of the course.

The examination information listed below would be changed as follows:

- The presentation and written examination are conducted online and are being recorded.

If required, a purely online scenario will be provided.

Examination information

Examination sub part/s



1. Examination sub part (1/4)

Examination time and form

Decentral - Written examination (with defined exam duration) (20%, 60 mins.)

Examination time: term time

Remark

Entry Exam (individual)

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, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/4)

Examination time and form

Decentral - examination paper written at home (in groups - all given the same grades) (50%)

Examination time: term time

Remark

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Examination-aid rule

Term papers

Written work must be written without outside help according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

Documentation (quotations, bibliography, etc.) must be carried out universally and consistently according to the requirements of the chosen/specified citation standard such as e.g. APA or MLA.

The legal standard is recommended for legal work (cf. by way of example: FORSTMOSER, P., OGOREK R., SCHINDLER B., Juristisches Arbeiten: Eine Anleitung für Studierende (the latest edition in each case), or according to the recommendations of the Law School).

The reference sources of information (paraphrases, quotations, etc.) that has been taken over literally or in the sense of the original text must be integrated into the text in accordance with the requirements of the citation standard used. Informative and bibliographical notes must be included as footnotes (recommendations and standards e.g. in METZGER, C., Lern- und Arbeitsstrategien (latest edition)).

For all written work at the University of St.Gallen, the indication of page numbers is mandatory, regardless of the standard chosen. Where page numbers are missing in sources, the precise designation must be made differently: chapter or section title, section number, article, etc.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/4)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (20%)

Examination time: term time

Remark

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Examination-aid rule

Presentations

In presentations, aids for visual presentation can be used. These aids can be specified or restricted by the lecturers.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

4. Examination sub part (4/4)

Examination time and form

Decentral - examination paper written at home (individual) (10%)

Examination time: term time

Remark

Reflection Essay

Examination-aid rule

Term papers

Written work must be written without outside help according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

Documentation (quotations, bibliography, etc.) must be carried out universally and consistently according to the requirements of the chosen/specified citation standard such as e.g. APA or MLA.

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Supplementary aids

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Examination languages

Question language: English



Answer language: English

Examination content

Topic related:

- You are able to analyze and explain the perspective of enterprises in digital business.
- You understand the fundamentals and importance of user-centricity in the digital business and are able to evaluate existing offerings.
- You know the basic principles of a «digital enterprise» and are able to analyze enterprises in that matter.
- You can describe what «digital transformation» means and are able to analyze the transformation process for enterprises.
- You understand the fundamentals of digital business and are able to evaluate business models and value propositions in digital business.

Method related:

- You understand the St.Gallen Business Innovation approach and its principles.
- You understand the significance of user interviews for the identification of requirements for business models.
- You understand the importance and purpose of different types of prototypes.
- You are able to create a prototype for a specific case problem and are able to evaluate the prototype.
- You know the business model canvas as a tool to elaborate ideas and solutions and are able to apply it.

Examination relevant literature

Will be provided during the course.

Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW51) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 42 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 34 (Thursday, 26 August 2021);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 42 (Monday, 18 October 2021);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 42 (Monday, 18 October 2021);

Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 45 (Monday, 8 November 2021).