



Course and Examination Fact Sheet: Spring Semester 2021

8,208: Business Model Innovation

ECTS credits: 4

Overview examination/s

(binding regulations see below)

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

Examination time: term time

Decentral - Presentation (in groups - all given the same grades) (10%)

Examination time: term time

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

Examination time: term time

Decentral - Group examination paper (all given the same grades) (10%)

Examination time: term time

Decentral - Active participation (10%)

Examination time: term time

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 the strategy and innovation field (e.g. strategy consultancy, innovation department, corporate development).

Learning objectives

By the end of the course, students will be able to:

- Understand the implications of our changing world on company's business models
- Understand what business models are and why they are important
- Understand what sustainable business models are
- Develop radically new business models.
- Test and adapt business models
- Discuss and critically question the platform economy as well as the power and importance of digital transformation.
- Communicate new and uncertain solutions in a very effective manner and in front of senior business leaders / board members.
- Take decisions under uncertainty.

Course content

Firms today are facing an ever-changing business environment, brought about by trends such as digitization, 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 what a business model is, why business model innovation is crucial and how to develop and test radically new business models. Developing radically new business models is a competency every person destined for senior management should have. In the course we will also talk about what sustainable business model innovation means and how it is related with ecosystem research. In addition, we embed the business model innovation construct in the broader context of business transformation. This means, we will provide students with the fundamental knowledge of why transforming an institution is critical for the long-term survival of any organization, what that means for the organization regarding strategy and new business models, and how managers can make sure that the transformations are successfully implemented.

The course is very diversified utilising a number of different teaching approaches. We also incorporate guest lectures, as the most convincing stories about business model innovation come from those people who have already been through it. In addition, we will have working sessions (both within and outside the class) to make sure that students really understand what business model innovation means and can train and apply these skills.

The course content is accompanied by a case study (so-called Business Model Innovation Challenge), which was created by business leaders of a leading international company. The students are given the task of working on the case study throughout the course and, during our last session, present an answer to their challenge, i.e. introduce a radically new business model.

As business model innovation touches many topics in general management, it actually is a very broad course touching the topics of strategy, innovation, leadership and others. For this reason, the course is relatively complex but aims to develop holistic and integrative thinkers who are able to deal with the ambiguous challenges of today's world.

Course structure

The course consists of traditional lectures, guest lectures, cases, a group business challenge and a final exam. 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. The course will take place **fully online this year**.

Course literature

Students should prepare for each class by reading the assigned articles, book chapter and or cases. A list of the mandatory readings will be uploaded onto canvas prior to the lectures.

Additional course information

This will be an interactive and demanding class that is also a lot of fun. We 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 (1/5)

Examination time and form

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

Examination time: term time

Remark

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Examination-aid rule

Examinations with electronic aids - on campus or online

For examinations with electronic aids, students may be asked to install a predefined software on their own computer. The



procurement and financing of the necessary technical aids, hardware and software as well as ensuring their functionality is the responsibility of the students, unless they are explicitly provided by the University.

If the examination is conducted with the candidates' own laptop or computer, the private device must meet the following requirements:

- Operating system: Windows or macOS
- Software: Microsoft Excel (minimum: Office 2016 or Microsoft Office 365) and current internet browser;
- All necessary updates for the controlled functioning of the operating system and the required software must be installed;
- HSG login: The HSG account must be functional and the access data must be known;
- Network and power: The device must be WLAN capable and have a stable internet connection. For examinations written outside the University premises, a stable internet connection with a sufficiently high transmission rate as well as the availability of a power supply must be ensured at the user's own responsibility;
- Battery life: Operation must be guaranteed during the entire examination period. The device must have a battery life of at least 90 minutes. It is recommended to carry a working power supply;
- Video and audio capability: For examinations which are not held on University premises, the equipment must have a functioning webcam and a functioning, correctly adjusted microphone.

Participants are responsible for ensuring that their equipment is working properly and allows the partaking in the examination. Any deficiencies in the personal infrastructure are the responsibility of the students. Any deficiencies due to the students' own technology or a lack of an uninterrupted internet connection will not be recognized as procedural errors in the execution of the examination.

The examination is to be taken exclusively by the candidate and only with the help of the permitted aids. The use of additional software, in particular of another internet browser or communication software, is strictly forbidden during the entire examination. Any use of software other than the specified software requires the express prior written permission of the examination administration.

When using a LockDown browser, all applications (internet browser, Office, file explorer, etc.) are blocked and the documents on the computer are therefore not accessible. Any other aids and documents permitted in this leaflet must therefore be printed and/or physically available.

In the case of examinations with electronic aids on the premises of the University, the following shall apply in particular

- After the corresponding request of the examination administration, all connections of the device with networks or other devices (mobile network, WLAN, Bluetooth, etc.) must be disconnected.

For online examinations that do not take place on the University campus, the following applies in particular:

- The identity of the examinee will be verified via webcam before the examination begins. Photographs can be taken. The HSGcard or identity card must be kept ready for this purpose.
- Any unannounced unauthorized removal from the recording area of the webcam may be punished as a culpable violation of the examination conditions.
- Oral examinations may be recorded. The recording may be used for evaluation purposes and documents the examination in the event of appeal and/or disciplinary proceedings. The recordings shall be deleted after the appeal period or any proceedings have expired.
- The use of a headset is only permitted during an oral examination.

Supplementary aids

Open Book

Examination languages

Question language: English

Answer language: English



2. Examination sub part (2/5)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (10%)

Examination time: term time

Remark

Interim Presentation

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

3. Examination sub part (3/5)

Examination time and form

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

Examination time: term time

Remark

Final Presentation

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 (4/5)

Examination time and form

Decentral - Group examination paper (all given the same grades) (10%)

Examination time: term time

Remark

Testing Report

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 which is a published template in StudentWeb.

The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the chosen citation standard such as APA or MLA.

For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B.,



Juristisches Arbeiten: Eine Anleitung für Studierende, newest edition respectively, or according to the recommendations of the Law School).

The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into texts 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., Lern- und Arbeitsstrategien, newest edition respectively).

For any work written at the HSG, the indication of the page numbers is mandatory independent of the chosen citation standard. 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.

Supplementary aids

Open book

Examination languages

Question language: English

Answer language: English

5. Examination sub part (5/5)

Examination time and form

Decentral - Active participation (10%)

Examination time: term time

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

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 Canvas uploaded until the end of 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 (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 12 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 04 (Thursday, 28 January 2021);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 22 March 2021);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 12 (Monday, 22 March 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 14 (Thursday, 8 April 2021).