



Course and Examination Fact Sheet: Spring Semester 2022

8,208: Business Model Innovation

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - Written examination (with defined exam duration) (50%, 90 mins.)

Examination time: term time

Decentral - Active participation (10%)

Examination time: term time

Decentral - Oral examination (in groups, 3-5 candidates - all given the same grades) (40%)

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 fields of strategy and/or innovation (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;
- Make 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 and indications of the learning and teaching design

The course consists of traditional lectures, guest lectures, case studies, 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.

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. The core aim of the lecture is the discussion and application of the content that students prepared at home prior to each class.

We employ multiple digital tools, including Microsoft Teams, Zoom, Slido, and Miro.

Course literature

Students should come prepared to each class by reading the assigned articles, book chapter, and cases. A list of the mandatory readings will be uploaded onto canvas prior to the lectures and the material will be accessible online.

Additional course information

From the highly interactive nature of the course, our aim is to have the course on-campus and in physical presence. We urge students to comply with this plan as this enables, from experience, the best learning experience as the course requires intensive interaction among the students (e.g., group works).

If required, we will try to enable an appropriate hybrid teaching format. While we encourage in-class participation, we will enable remote participation for the students that are not able to take part in the class physically. However, we remind students that eventual limitations may apply, particularly when teaching online and offline in parallel.

In the case of the President's Board having to implement new directives due to the SARS-CoV-2 pandemic in SpS2022 which forbid on campus teaching, the course information listed above will be changed as follows:

- The course is conducted solely online via the platform Zoom on StudyNet;
- The recordings of the course are permanently available;
- The lecturer informs via StudyNet on the changed implementation modalities of the course.

In addition, the examination information below would be changed as follows:

- The presentation and written examination are conducted online;
- The online examination modalities, allowed examination aids, and further online examination information are communicated via StudyNet.

Examination information

Examination sub part/s



1. Examination sub part (1/3)

Examination time and form

Decentral - Written examination (with defined exam duration) (50%, 90 mins.)

Examination time: term time

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

Supplementary aids

No further supplementary aids allowed.

Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/3)

Examination time and form

Decentral - Active participation (10%)

Examination time: term time

Remark

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Examination-aid rule

Active classroom participation

In the "Active classroom participation" examination form, regular participation in class is assessed.

The assessment criteria can be as follows:

- Requests to speak enrich the discussion (productive) / requests to speak disturb the discussion (counterproductive);
- Requests to speak are correct/requests to speak are incorrect;
- Requests to speak are frequent/average/rare;
- No requests to speak, but students follow the lesson/no requests to speak and students do not noticeably follow the lessons.

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 - Oral examination (in groups, 3-5 candidates - all given the same grades) (40%)

Examination time: term time

Remark

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Examination-aid rule

Open Book

Students are free to choose aids but will have to comply with the following restrictions:

- All the pocket calculators that are not of the Texas Instruments TI-30 series are explicitly inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as electronic dictionaries, notebooks, tablets, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

Recommended aid material:

- Student may refer to the prepared presentation material.
- Students may refer to additional supplementary material which they prepared as part of their response to the exercise at hand.
- Students may refer to the core reading material Gassmann et al. (2020): The Business Model Navigator: The strategies behind the most successful companies".

Examination languages

Question language: English

Answer language: English

Examination content

Examination content includes the academic readings, the content of the guest lectures, the content of the class discussions, and the methodology of the case challenge. Students must be able to transfer the learned content to other cases that might be incorporated in the written examination.

Examination relevant literature

A list of the mandatory readings will be uploaded onto canvas prior to the lectures and the material will be accessible online. The list will be uploaded the latest until 01. May 2022.



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, 27 January 2022);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 21 March 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 12 (Monday, 21 March 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 15 (Monday, 11 April 2022).