



Shanghai Jiao Tong University

BU012 Business Model Design Innovation

Instructor Information:	Eric Bruzzone Home Institution: Emlyon Business School Email: ebruzzone@yahoo.es Office Hours: Determined by Instructor		
Term:	December 16, 2019 - January 7, 2020	Credits:	4 units
Class Hours :	Monday through Friday, 160 mins per teaching day		
Discussion Sessions:	2 hours each week, conducted by teaching assistant(s)		
Total Contact Hours:	64 contact hours (1 contact hour = 45 mins, 2880 mins in total)		
Required Texts (with ISBN):	Rather than a textbook, students will be provided with a reading list of book chapters and peer reviewed journals. A detailed reading list will be provided before the start of the course.		
Prerequisite:	N/A		



Course Overview

This course will cover essential aspects of the application of new business models in the context of business development. Technological innovation, fast pace of change and globalization are challenging the exiting ways in which organizations operate. Indeed the increasing complexity of the environments calls for new modes of doing business: organizations are often required to pursue opposing and yet interlinked goals, namely exploration and exploitation, localization and globalization, stability and flexibility, autonomy and control, financial profitability and positive social impact. Therefore, in order to remain competitive organizations need to devise new business model. This has consequences both at the organizing level and at the individual level. Indeed when undergoing business model innovation design organizational actors might need to be prepared to embrace the vulnerability of stepping into the unknown, engage in collaborative practices and foster creativity. Through the use of case studies and experiential learning this course will explore the tools, techniques and theories that individuals, group and organizations necessary for successfully identifying, evaluating and implementing business opportunities.

Learning Outcomes

On completion of this subject students should

1. Be in-depth knowledge of the most recent research and practices in the field of business model innovation;
2. Understand how technology and innovative trends are disrupting existing industries (e.g., the sharing economy, fin-tech and digitalization, social entrepreneurship);
3. Understand how to design, adapt and innovate business models;
4. Be in-depth knowledge of the most recent research and practices adopted to foster creativity and innovation;
5. Understand how organizations can tap into collaborative practices to enhance the creativity and innovation needed to carry out business model design innovation.

Grading Policy

Short Group Essay: Digital story telling	20%
Participation	20%
Presentations – Group	20%
Final Project – Long Essay	40%



Grading Scale

Number grade	Letter grade	GPA
90-100	A	4.0
85-89	A-	3.7
80-84	B+	3.3
75-79	B	3.0
70-74	B-	2.7
67-69	C+	2.3
65-66	C	2.0
62-64	C-	1.7
60-61	D	1.0
≤59	F (Failure)	0



Class Schedule

Date	Lecture	Readings
Day 1	Market selection and market analysis Framework for analyzing markets Market selection criteria	Principles and practice of marketing Ch. 2
Day 2	The Point of Parity and Point of Differentiation	Principles and practice of marketing Ch. 3
Day 3	Unique value proposition Value Proposition design	Principles and practice of marketing Ch. 4
Day 4	Business Model Generation Innovation and Organizational Design	Osterwalder, A. and Pigneur, Y. (2013). Business model generation. Ch.1 & 2
Day 5	The Business Model Canvas	Osterwalder, A. and Pigneur, Y. (2013). Business model generation. Ch.3 & 4
Day 6	How Established Firms Exploit Disruptive Business Model Innovation	Chernev, A. (2017). The Business Model. Ch. 3
Day 7	Case Study	
Day 8	Project Development Exercise 1	
Day 9	Project Development Exercise 2	
Day 10	Evolution, Adaptation, or Innovation	Chernev, A. (2017). The Business Model. Ch. 7
Day 11	Innovative Business Models for High-tech Entrepreneurial Ventures	Chernev, A. (2017). The Business Model. Ch. 8
Day 12	Service-driven Business Model Innovation	Principles and practice of marketing Ch. 13



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Day 13	Project Showcase 1	
Day 14	Project Showcase 2	
Day 15	Conclusions and future directions	

Bibliography

- Chernev, A. (2017). *The Business Model: How to Develop New Products, Create Market Value and Make the Competition Irrelevant*. Cerebellum Press.
- Osterwalder, A. and Pigneur, Y. (2013). *Business model generation*. Hoboken, N.J.: Wiley.
- (2019). *HBR's 10 Must Reads on Business Model Innovation* (with Featured Article *Reinventing Your Business Model* by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann). Harvard Business Review Press.