



Shanghai Jiao Tong University

BU012 Business Model Design Innovation (Postgraduate) (Online)

Instructor Information	Haigang Li Home Institution: Shanghai Jiao Tong University Email: lihg@sjtu.edu.cn		
Term	December 17, 2020 - January 8, 2021	Credits	4 units
Course Delivery	The class will be delivered in the format of online instruction. Besides recorded lecture videos, the instructor will arrange 3-6 hours' real-time interactions with students per week (via discussion forum, zoom meeting, and WeChat). The workload students are expected to complete to properly pass this course is about 15 hours per week.		
Required Texts (with ISBN)	Instruction is conducted on the basis of the chapters from the textbooks listed as follows: <ul style="list-style-type: none">• Colin Carnall & Rune Todnem By: Managing Change in Organizations Sixth Edition, Pearson Education Limited 2014, ISBN: 978- 0- 273- 73641- 7• Allan Afuah: Business Model Innovation: Concepts, Analysis, and Cases, First published 2014 by Routledge, ISBN: 978-0-415-81739-4. Additionally, a list of extensive reading materials 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 changes and business development. Innovation, fast pace of change and globalization are challenging the exciting 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, to remain competitive organizations need to devise a 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 analysis and experiential learning, this course will explore the organizational changes, the tools, techniques, and theories that are 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 recent knowledge 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 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.

Course Structure

Part 1: Organization Change and Innovation (1.5 hours)

Part 2: Organizational Strategies for Change (1.5 hours)

Part 3: Change Management Techniques (1.5 hours)

Part 4: Introduction to Business Model Innovations (1.5 hours)

Part 5: Appraising the Profitability Potential of Business Model Innovations (1.5 hours)

Part 6: The Long Tail and Business Model Innovation(1.5 hours)

Part 7: Crowdsourcing and Open Innovation; Social Media and Business Models (2 hours)

Part 8: Less-is-More Innovations; Disruptive Technologies (1.5 hours)

Part 9: Build Capabilities: The Core of Business Models (1.5 hours)

Part 10: Value Creation and Capture during Innovation (1.5 hours)

Part 11: First-Mover Advantages/Disadvantages and Strategic Consequences (1.5 hours)

Part 12: Managing Organizational Change (1.5 hours)



Part 13: Drive Change Define a Plan of Action; Define Structures and Goals(1.5 hours)

Part 14: Implementing Business Model Innovations (1.5 hours)

Part 15: Globalization and Business Model Innovation (1.5 hours)

This full online module consists of 15 pre-recorded lectures, each around 90 to 120 minutes (Max. 23 hours in total). The remaining 17 hours are divided into online interaction through:

1. Key knowledge explanation, practice instructions, and questions answering (12 hours or more) via zoom meeting and WeChat
 - Tutorial tasks and online interaction for the parts of the first week (3-6 hours)
 - Tutorial tasks and online interaction for the parts of the second week (3-6 hours)
 - Tutorial tasks and online interaction for the parts of the third week (3-6 hours)
 - Tutorial tasks and online interaction for the parts of the fourth week (3-6 hours)
2. Online exam (5 hours)
 - Presentation or Exam (1) (1.5 hours)
 - Presentation or exam (2) (1.5 hours)
 - Presentation or exam (3) (2 hours)

The arrangements above are subject to possible changes

Grading Policy

Exam, Short Essay, Presentation	40%
Attendance, Participation, and Performance	20%
Final Exam, Long Essay, Presentation	40%

Grading Scale is as follows

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	Online schedule
Day 1	Organization Change and Innovation	The rise and fall of Yukos	approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 2	Organizational Strategies for Change	Learning your way to improved performance: British Petroleum	approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 3	Change Management Techniques	The consequence of underestimating stakeholder power during change: The avinor case	approximately 90 minutes watching video lectures plus 45 minutes of online interaction via Zoom and Wechat
Day 4	Essay, Presentation or Exam (1)		Online exam (closed book)
Day 5	Introduction to Business Model Innovations	Boston Consulting Group (BCG) matrix: Planning a product portfolio or multiple strategic business units	approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 6	Appraising the Profitability Potential of Business Model Innovations		approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 7	The Long Tail and Business Model Innovation		approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 8	Crowdsourcing and Open Innovation Social Media and Business Models	The 4Ps: How to design your marketing mix. What the model looks like and how it works?	approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat



Day 9	Less-is-More Innovations Disruptive Technologies		approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 10	Essay, Presentation or exam (2)		Online exam (closed book)
Day 11	Build Capabilities: The Core of Business Models	SWOT analysis: Analyzing growth opportunities at product, team or business level	approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 12	Value Creation and Capture During Innovation		approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 13	First-Mover Advantages/Disadvantages and Strategic Consequences		approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 14	Managing Organizational Change	Value chain: Identifying product or service value during the manufacturing process	approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 15	Drive Change Define a Plan of Action Define Structures and Goals		approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 16	Implementing Business Model Innovations	Stage gate new product development; Planning the development and launch of new products and services	approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 17	Globalization and Business Model Innovation		approximately 90 minutes watching video lectures plus 45 minutes online interaction via Zoom and Wechat
Day 18	Essay, Presentation or exam (3)		Online exam (closed book)