



Shanghai Jiao Tong University

BU012 Business Model Design Innovation (Postgraduate)

Instructor Information	Li Haigang Home Institution: Shanghai Jiao Tong University Email: lihg@sjtu.edu.cn Office Hours: Determined by Instructor		
Term	June 28, 2021 - July 23, 2021	Credits:	4 units
Class Hours	Monday through Friday, 120 mins per teaching day		
Discussion Sessions	2.5 hours each week, conducted by teaching assistant(s)		
Total Contact Hours	66 contact hours (1 contact hour = 45 mins, 3000 mins in total)		
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">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		
The course might be moved to online delivery due to COVID-19 pandemic. Students will be notified once the decision is made.			



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 existing 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 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.



Grading Policy

Attendance	10%
personal homework	20%
Participation	10%
Midterm presentation	10%
Academci Research Paper Reviewing	20%
Final group work: Report+Presentation	30%

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	Introduction, Concept and History of Business Models 1.1 What is a Business Model? 1.2 Blank Spaces	The rise and fall of Yukos
Day 2	Strategy, Innovation and Organizational Development as an integral part in the definition and design of business models	Learning your way to improved performance: British Petroleum
Day 3	Methodologies to develop your Business Model	The consequence of underestimating stakeholder power during change: The avinor case
Day 4	Different Types of Business Models	Boston Consulting Group (BCG) matrix: Planning a product portfolio or multiple strategic business units
Day 5	Appraising the Profitability Potential of Business Model Innovations	
Day 6	Case study	
Day 7	The Long Tail and Business Model Innovation	
Day 8	<ul style="list-style-type: none"> • 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?
Day 9	<ul style="list-style-type: none"> • Less-is-More Innovations • Disruptive Technologies 	
Day 10	Capabilities: The Core of Business Models	SWOT analysis: Analyzing growth opportunities at product, team or business level
Day 11	<ul style="list-style-type: none"> • Value Creation and Capture During Innovation <ul style="list-style-type: none"> • First-Mover Advantages/Disadvantages and Strategic Consequences 	
Day 12	<ul style="list-style-type: none"> • Essay, Presentation 	
Day 13	<ul style="list-style-type: none"> • Value proposition of business model 	Value chain: Identifying product or service value during the manufacturing process
Day 14	<ul style="list-style-type: none"> • Platform business model 	
Day 15	Kuai shou and Douyin business mode	
Day 16	Internet thinking of Business model	



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Day 17	Implementing Business Model Innovations	Stage gate new product development Planning the development and launch of new products and services
Day 18	Globalization and Business Model Innovation	
Day 19	Disruptive innovation	
Day 20	Presentation	