



BU012 Business Model Design Innovation (Postgraduate) (Online)

Instructor Information	Haigang Li Home Institution: Shanghai Jiao Tong University Email: lihg@sjtu.edu.cn		
Term	December 13, 2021 - January 7, 2022	Credits:	4 units
Course Delivery	The class will be delivered in the format of online. Other than recorded lecture videos, the instructor will arrange 2-6 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 10-15 hours per week.		
Required Texts (with ISBN)	Instruction is conducted on the basis of the chapters from the textbooks listed as follows: 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 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%
Academic 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	Online Teaching Arrangement
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	approximately 2 hours recorded video lecture
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	approximately 2 hours recorded video lecture
Day 3	Methodologies to develop your Business Model	The consequence of underestimating stakeholder power during change: The avinor case	approximately 2 hours recorded video lecture
Day 4	Different Types of Business Models	Boston Consulting Group (BCG) matrix: Planning a product portfolio or multiple strategic business units	approximately 2 hours recorded video lecture
Day 5	Appraising the Profitability Potential of Business Model Innovations		approximately 2 hours recorded video lectures plus 1 hour's online interaction via Zoom
Day 6	Case study		
Day 7	The Long Tail and Business Model Innovation		approximately 2 hours recorded video lecture
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 2 hours recorded video lecture
Day 9	Less-is-More Innovations Disruptive Technologies		approximately 2 hours recorded video lecture
Day 10	Capabilities: The Core of Business Models	SWOT analysis: Analyzing growth opportunities at product, team or business level	approximately 2 hours recorded video lecture
Day 11	Value Creation and Capture During Innovation First-Mover Advantages/Disadvantages and Strategic Consequences		approximately 2 hours recorded video lecture
Day 12	Essay, Presentation		approximately 2 hours recorded video lectures plus 1 hour's online interaction via Zoom
Day 13	Value proposition of business model	Value chain: Identifying product or service value during the manufacturing process	approximately 2 hours recorded video lecture



Day 14	Platform business model		approximately 2 hours recorded video lecture
Day 15	Kuai shou and Douyin business mode		approximately 2 hours recorded video lecture
Day 16	Internet thinking of Business model		approximately 2 hours recorded video lectures plus 1 hour's online interaction via Zoom
Day 17	Implementing Business Model Innovations	Stage gate new product development Planning the development and launch of new products and services	approximately 2 hours recorded video lecture
Day 18	Globalization and Business Model Innovation		approximately 2 hours recorded video lecture
Day 19	Disruptive innovation		approximately 2 hours recorded video lecture
Day 20	Presentation		approximately 2 hours recorded video lectures plus 1 hour's online interaction via Zoom