



## Course and Examination Fact Sheet: Spring Semester 2026

### 8,208: Business Model Innovation (SIM)

ECTS credits: 4

#### Overview examination/s

(binding regulations see below)

decentral - Active participation, Analog, Individual work individual grade (10%)

Examination time: Term time

decentral - Presentation, Analog, Group work group grade (45%)

Examination time: Term time

decentral - Active participation, Digital, Individual work individual grade (10%)

Examination time: Term time

decentral - Written examination, Digital, Individual work individual grade (35%, 60 mins.)

Examination time: Term time

#### Attached courses

Timetable -- Language -- Lecturer

[8,208,1.00 Business Model Innovation \(SIM\)](#) -- English -- [Frankenberger Karolin](#)

#### Course information

##### Prerequisites

There are no formal prerequisites for this course. This course will be particularly useful for students who consider careers in the strategy and innovation field (e.g. strategy consulting, innovation department, corporate development).

##### Learning objectives

The course seeks to achieve the following learning goals:

1. Understand the relevance of business model innovation (BMI) in strategic decision-making and the process of activities leading to successful BMI.
2. Create a business model innovation for a real company, demonstrating a deep understanding of BMI concepts and their practical applications as well as analytical and creative competencies.
3. Synthesize diverse theoretical perspectives on sustainability and circular economy principles and insights into corporate practice towards a nuanced understanding of how organizations can address societal challenges.
4. Given an increasingly ambiguous and complex (business) world, students formulate key assumptions for their business model idea, translate these into quantifiable hypotheses, test them, and adjust the business model, empowering themselves to take decisions under uncertainty and welcome intelligent failure in the safe course environment.
5. Analyze case studies to discern underlying patterns, success factors, and challenges in implementing transformative business models.
6. Engage collaboratively in class discussions, asynchronous interactions, group work, peer feedback, and coaching to exchange diverse perspectives on BMI concepts, thereby creating a dynamic social learning environment that enhances collective understanding.

##### Content

Firms today face an ever-changing business environment, brought about by trends such as digitalization and Artificial Intelligence or the sustainability imperative, which all fundamentally alter the way firms conduct business. Therefore, in order to stay competitive, firms need to radically transform their business model. Else, they risk sharing the same fate as Blockbuster and Kodak. Students of this elective course "Business Model Innovation" will learn what a business model is, why



business model innovation (BMI) 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. We will also discuss what sustainable business model innovation means. In addition, we embed the business model innovation construct in the broader context of strategy and business transformation.

The course draws on a number of different teaching approaches. We also incorporate guest lectures and a company visit, as the most convincing stories about business model innovation come from those who have already been through it. The course content is accompanied by a real-life case study (so-called Business Model Innovation Challenge), which is posed by business leaders of a leading international company. Students are given the task of working on the case study throughout the course and, during our last session, present an answer to their BMI Challenge, i.e., introduce a radically new business model.

As business model innovation touches many elements of general management, this course navigates the intersection of strategy, innovation, leadership, and others. The overall aim is to develop holistic and integrative thinkers who are able to deal with the ambiguous challenges of today's world.

## Structure and indications of the learning and teaching design

This will be an interactive and demanding class that is also a lot of fun. Drawing on the "Flipped Classroom" approach, the course empowers students to self-study essential course content asynchronously and utilize the time gained in class to reflect on the learning, conduct various group learning activities, and create more space for instructor feedback and coaching. We therefore expect students to be prepared for class (having read the assigned cases/literature, having reflected on posed questions), and to participate actively in the discussions.

The course consists of short instructor input, guest lectures, case discussions, the BMI Challenge, asynchronous learning, and a final written exam. The BMI Challenge allows students to apply theory to a real-life case.

## Literature

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

## Additional information

Please note that this course will not be open for bidding in the waiting list rounds. Students can bid for the course in the preliminary and main rounds of the bidding only.

## Examination information

### Examination sub part/s

#### 1. Examination sub part (1/4)

##### Examination modalities

Examination type	Active participation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Synchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	10%
Duration	--

##### Languages

Question language: English  
Answer language: English



## Remark

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## Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

## Supplementary aids

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## 2. Examination sub part (2/4)

### Examination modalities

Examination type	Presentation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Asynchronous
Examination location	On Campus
Grading type	Group work group grade
Weighting	45%
Duration	--

### Languages

Question language: English

Answer language: English

## Remark

Business Model Innovation - Case Challenge

## Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

## Supplementary aids

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## 3. Examination sub part (3/4)

### Examination modalities

Examination type	Active participation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Digital
Time of examination	Term time
Examination execution	Asynchronous
Examination location	Off Campus
Grading type	Individual work individual grade



Weighting 10%  
Duration --

## Languages

Question language: English  
Answer language: English

## Remark

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## Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

## Supplementary aids

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## 4. Examination sub part (4/4)

### Examination modalities

Examination type	Written examination
Responsible for organisation	decentral
Examination form	Written exam
Examination mode	Digital
Time of examination	Term time
Examination execution	Synchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	35%
Duration	60 mins.

### Languages

Question language: English  
Answer language: English

### Remark

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### Examination-aid rule

Closed Book

The use of aids is prohibited as a matter of principle, with the exception of pocket calculator models of the Texas Instruments TI-30 series and, in case of non-language exams, bilingual dictionaries without any handwritten notes. Any other aids that are admissible must be explicitly listed by faculty members in the paragraph entitled "Supplementary aids" of the course and examination fact sheet; this list is exhaustive.

Procuring any aids, as well as ensuring their working order, is the exclusive responsibility of students.

### Supplementary aids

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## Content

Examination content includes the academic readings and case studies, the content of the lectures and guest lectures, the content of the class discussion, and the methodology of the Business Model Innovation Challenge. Students must be able to transfer content to other cases that might be incorporated in the written examination.

## Literature

Mandatory readings and lecture slides will be uploaded onto StudyNet prior to each session. All exam-relevant readings and slides will be made available on StudyNet and/or Perusall in time.

### 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 13 (Monday, 23rd March 2026) 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, 22nd January 2026);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 16 March 2026);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 14 (Monday, 30 March 2026);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before ending with de-registration period in CW 15 (Monday, 06 April 2026).