

DESCRIPTION OF ELECTIVE COURSE

Name of the school : Haute école de gestion de Genève	Academic Year: 2026-2027
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FIRST PART: DESCRIPTION OF MODULE	
1. Domain	Business and Services
2. Department	International Business Management
3. Course name	Business Model Innovation
4. Code	31031
5. Type of education	<input checked="" type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> MAS <input type="checkbox"/> <input type="checkbox"/> DAS / CAS / single days
6. Number of ECTS Credits	5
7. Prerequisites	<input checked="" type="checkbox"/> Validation of the modules in semesters 1 and 2 <input checked="" type="checkbox"/> Attendance of the modules in semesters 3 and 4 for full-time students, and semesters 5 and 6 for part-time students <input type="checkbox"/>
8. Teaching language	<input type="checkbox"/> French <input type="checkbox"/> German <input checked="" type="checkbox"/> English <input type="checkbox"/> Other:
9. Objectives	<p>You have a concept for an innovative product or service that addresses a societal, environmental, economic, legal, or technological problem. How do you transform that concept into a sustainable, scalable, and profitable business model?</p> <p>Have you ever wondered how startups and established companies develop differentiating business models that create competitive advantage and compelling unique value propositions (UVP)?</p> <p>This course takes a practical and impact-oriented approach to understanding, analyzing, and designing innovative business models. Students will explore how organizations create, capture, and deliver value while addressing the growing importance of sustainability and triple-bottom-line impact. Through frameworks, tools, and real-world examples, students will learn how to design business models that are both economically viable and socially relevant.</p> <p>At the end of this course, students should be able to:</p> <ul style="list-style-type: none"> • Understand what a business model is (and is not), and how it creates and captures value for firms and their stakeholders, including customers, users, investors, and

	<p>ecosystem partners</p> <ul style="list-style-type: none"> • Analyze existing business models (BM) and understand how firms innovate and adapt their business models to remain relevant and competitive • Develop compelling UVPs through innovative and sustainable business model design
<p>10. Contents <i>(General themes and descriptions, the accurate content may change)</i></p>	<ul style="list-style-type: none"> • Introduction to business models: How, why, and for whom value is created, captured and extracted • Differentiating product innovation from Business Model Innovation (BMI) • Why companies fail: insights from a business model perspective • Identifying and defining key Problems with social, environmental and economic impact • Understanding critical success factors: demand analysis & competitive dynamics • Business Model generation tools and design processes • Developing and articulating a Unique Value Proposition • BMI across entrepreneurial lifecycles • Industry incumbents vs. entrepreneurial startups: Source vs. target models • Three-dimensional (3D) BMs: what makes a business model innovative, investor-attractive, and scalable? • Monetization strategies: revenue models and value logic • Sustainability and <i>triple-bottom-line</i> impact-driven BMs • BMI in mergers and acquisitions (M&A) • Mission-driven BMs: nonprofits, NGOs, and hybrid organizations • BMs as narratives: storytelling and communicating value to different audiences • Presenting innovative BMs: pitching, executive summaries, the project planning <p><i>NOTE: This course is a core component of the Minor in Innovation and Entrepreneurship. The group project will be integrated with the other two core courses for IBM students enrolled in the minor. Together with Entrepreneurial Finance, this course forms the first stage of the entrepreneurial learning journey in the Fall semester, focusing on the design and innovation of business models.</i></p>
<p>11. Evaluation</p>	<p>The grading of the module shall be based on:</p> <ul style="list-style-type: none"> • Mid-term assessments during weeks 1 to 15 according to the decision of the instructor. <p>(The methods and weightings are communicated by the instructor before the evaluations)</p>
<p>12. Remediation/repetition</p>	<p><input checked="" type="checkbox"/> Compulsory remediation if the module grade is between 3.5 and 3.9 / 6. When subject to a remediation, only the grade of the remedial exam will be taken into account (maximum grade 4.0). A repeated module cannot benefit from a remedial exam.</p> <p><input type="checkbox"/> No remediation</p>
<p>13. Coordinator / main instructor</p>	<p>Raffi Chammassian</p>

SECOND PART: LOCATION OF THE MODULE IN THE STUDY PLAN	
14. Level	<input type="checkbox"/> Basic module <input type="checkbox"/> Advanced module <input checked="" type="checkbox"/> Specialized module <input type="checkbox"/> Other:
15. Characteristics	<input checked="" type="checkbox"/> Module is mandatory (which could lead to final dismissal from the program, cf. art.15, al.1, « Statut des étudiant-e-s bachelor »)
16. Type	<input checked="" type="checkbox"/> Main module <input type="checkbox"/> Module linked to main module <input type="checkbox"/> Optional module <input type="checkbox"/> Other:
17. Time organization	<input checked="" type="checkbox"/> Module over 1 semester <input type="checkbox"/> Module over 2 semesters <input type="checkbox"/> Spring semester <input checked="" type="checkbox"/> Fall semester <input type="checkbox"/> Other