Hes·so
Haute Ecole Spécialisée
de Suisse occidentale

DESCRIPTION OF ELECTIVE COURSE

Name of the school : Haute école de gestion de Genève	Academic Year: 2025-2026

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	☒ Bachelor ☐ Master ☐ MAS ☐ ☐ DAS / CAS / single days
6. Number of ECTS Credits	**5**
7. Prerequisites	☒ Validation of the modules in semesters 1 and 2 ☒ Attendance of the modules in semesters 3 and 4 for full-time students, and semesters 5 and 6 for part-time students ☐ …………………………..
8. Teaching language	☐ French ☐ German ☒ English ☐ Other: …………………………..
9. Objectives	You have a new concept for an innovative product or service that solves a societal, environmental, economic, legal, or technological problem. How do you transform this concept into an innovative business model that is sustainable, profitable, and scalable? Have you ever wondered how startups and existing companies have developed differentiating business models to create competitive advantages and unique value propositions (UVP)? This course will address these topics with a practical approach to understanding, analyzing, and developing *triple-bottom-line* impact-oriented, innovative business models. At the end of this course, students should be able to: • Comprehend what a business model is (and is not), and how it creates and captures value for a firm and its stakeholders: customers, users, shareholders, and other entrepreneurial ecosystem partners • Analyze existing business models (BM) and understand how companies innovate their business models • Develop UVPs through innovative business models

10. Contents *(General themes and descriptions, the accurate content may change)*	• Intro to business models: How, what, and why value is created, captured and extracted, and for whom? • Differentiating product innovation from Business Model Innovation (BMI) • Why companies fail - A BMI perspective • Problem analytics • Understanding critical success factors: demand & competition analysis • Business Model generation processes & varying tools • Developing and defining a Unique Value Proposition • BMI and entrepreneurial lifecycles • Existing industry BMs vs. entrepreneurial startups • Innovative BM testing with 3 dimensional BMs. What makes a business model innovative, attracts investors, and leads to large firm valuation? • Monetization – different approaches to generating income (i.e., revenue models) • Sustainability and *triple-bottom-line* impact-driven BMs • BMI and M&A • Mission-driven BMs, non-profits, and NGOs • New BMs and Open Innovation: inbound vs. outbound; pros and cons • BMs as a narrative: storytelling and communicating to different audiences • Presenting innovative BMs: pitching, executive summary, the project plan
11. Evaluation	The grading of the module shall be based on: • Mid-term assessments during weeks 1 to 15 according to the decision of the instructor. (The methods and weightings are communicated by the instructor before the evaluations)
12. Remediation/repetition	☒ 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. ☐ No remediation
13. Coordinator / main instructor	Raffi Chammassian
SECOND PART: LOCATION OF THE MODULE IN THE STUDY PLAN	
14. Level	☐ Basic module ☐ Advanced module ☒ Specialized module ☐ Other: ………………….
15. Characteristics	☒ 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	☒ Main module ☐ Module linked to main module ☐ Optional module ☐ Other: …………………..		
17. Time organization	☒ Module over 1 semester ☐ Spring semester	☐ Module over 2 semesters ☒Fall semester	 ☐ Other