**STOCKHOLM SCHOOL
OF ENTREPRENEURSHIP**

BUSINESS MODEL INNOVATION
COURSE GUIDE, ECTS Credits: 7.5, Spring 2026
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Welcome! "Business Model Innovation" is a course about generating new business models for innovative and impactful startup ventures and evaluating their viability.

Business Modeling is a process of discovery and design leading toward the creation of dynamic businesses or social enterprises. For innovators, generating an idea is important but only the beginning. The idea must also be developed into a scalable and repeatable business model. That is what this course is about.

The course offers you the opportunity to develop a skillset and toolbox that are essential for entrepreneurs and innovators. The course is equally relevant to anyone who wants to work in a startup, social enterprise, non-profit, government, or a large multinational company.

The course is designed to engage all students regardless of existing knowledge of the field. Students will be exposed to business models and business model innovations of real ventures

to anchor and apply the learnings. Teaching involves a set of lectures, exercises, presentations, peer-to-peer sessions, and a team project. The teaching approach is experiential and process-based to develop an entrepreneur's mindset, skills, and resilience. Teaching may also involve extracurricular activities and guest lectures on the course's core topics. The course is taught in English.

Intended learning outcomes.

Upon completing the course, students should be able to:
1. Explain the importance of business models to value creation and new venture success.
2. Describe, compare, and critically examine different business model frameworks.
3. Analyze and critically evaluate business models used by actual ventures.
4. Construct and present a business model for an innovative and viable new venture.
5. Design and conduct tests for different business model building blocks, and iterating based on market feedback and test results.

Course Philosophy.

We seek to develop entrepreneurship and innovation practitioners and scholars and to equip students to pursue their entrepreneurial interests (e.g., business startups, intrapreneurship, social ventures, and/or life design). Clarify your own aspirations and focus your efforts accordingly. If you immerse yourself, you may find that this course opens new vistas for your life and work.

Language.

The course language is English. This means that lectures, workshops, course literature and material, student presentations and reports are to be delivered in English.

Course literature.

The content includes readings and videos on BM, BMI and entrepreneurship. The content has been carefully curated to include scholarly and practical elements to expose you to new ideas and deepen your knowledge. They are an essential part of the course and will be instrumental to your learning (and your grade). The suggested reading order follows the themes of the lectures and are base for the reading discussions. Course materials are available online or through your local university library.

Assignments and grading.

This intensive 7.5-credit course demands a significant commitment, encompassing a comprehensive reading list and two assignments. Students' performance will be assessed through two main graded components:

- Individual Assignment (PRO2): This element forms 53% of your total grade.

- Team Assignment (PRO3): This component accounts for the remaining 47% of your grade.

Detailed instructions for these assignments are available on Canvas under the Modules section *Course information*.

Final grades will be determined by two main components:

1. Assignments (70%)

   Both assignments will be critically evaluated across three equally weighted dimensions:

   - Dimension 1: Clarity — coherence, presentation, content, and structure.
   - Dimension 2: Analytical quality — accuracy and quality of evaluations, prioritizations, and effective application of models, concepts, and frameworks. This also includes the quality of feedback provided to peers.
   - Dimension 3: Evidence — use of appropriate examples, data, and references to support arguments.

2. Participation and Attendance (30%)

   - Participation: Active involvement in readings discussions, group activities, peer feedback and pitch presentations. Contributions should demonstrate preparation, reflection, and constructive engagement.
   - Attendance: To show active participation in minimum nine of twelve sessions. Attending fewer than nine sessions results in an automatic failing grade, regardless of performance in other areas.

The total score for PRO2 and PRO3 is the cumulative sum of the scores across all dimensions. Achieving 100% in an assignment signifies exceptional performance across all evaluated components and dimensions.

The final course grade is calculated by appropriately weighting the scores from PRO2 and PRO3, in alignment with their credit values. PRO2, being a 4-credit assignment, contributes 53%, while PRO3, a 3.5-credit task, makes up 47% of the final grade. The final grade is determined by combining the weighted scores of PRO2 and PRO3, ensuring that the overall grade accurately reflects the significance of each assignment within the course structure.

The final percentage score is mapped onto the ECTS grading scale as follows:

A (Excellent): 90-100%
B (Very Good): 80-89%
C (Good): 70-79%
D (Satisfactory): 60-69%
E (Sufficient): 50-59%

Fx/F (Non-passing grades): Below 50%; Fx indicates further work required, while F signifies failure due to reasons such as non-submission of assignments or cheating.

Students from KI, Konstfack, or those admitted after fall 2016 at SSE will have their grades transferred according to the grading regulations of their home university.

Late submissions.

Assignments must be submitted as PDFs before due date and time. Late submissions may be disregarded.

Examination adapted to students with special needs.

The following applies to students with functional variations who have a statement from KTH's FUNKA unit on recommended support measures during examination:
- Support measures under code R (i.e. adjustments relating to space, time, and physical circumstances) are granted by the examiner.
- Support measures under code P (i.e. pedagogical measures) are granted or rejected by the examiner after the examiner has been contacted by the
- Student in accordance with KTH's rules. Normally, support measures under code P will be granted.

Classes.

Classes are sessions containing lectures and guest lecturers, reading discussions, practices, feedback, and your own presentations. We move between classical lectures, sessions demanding active participation, and what could be described as flipped classroom sessions.

What happens in class rarely follows any exact and pre-determined timeline. While in many instances there will be one or two 15 minutes break(s) during sessions, sometimes we will go on without a break. This is particularly so when we have in-class practices or discussions, so be prepared for teaching activities that stretch across the full duration of a session. It is, of course, always ok to sneak out for a few minutes if you have any special or pressing matters to attend to.

Please, also keep your phones off the tables and avoid unrelated activities like emails, social media, and similar. For the most part, you will not need a laptop. It is hence appreciated to close the laptop whenever you do not need it, or even put it away, in order to increase the interpersonal dynamics in the classroom.

Class participation.

We work hard to create an open and welcoming environment where different viewpoints and scholarly debates are encouraged. We expect all students to participate actively in class, thereby enhancing learning. You may be called on by the instructor during class to discuss the readings or reflect on in-class learning activities. The keys are engagement and participation

in learning, not feeling you have to be right or have brilliant ideas to speak up. Lack of participation in sessions may result in a failing grade or a significant grade reduction.

Canvas.

Our digital classroom is Canvas. This is where material and information will be made available for students registered on the course. All the assignment submissions are made on Canvas, and also most feedback and other interactions will be through Canvas.

Plagiarism.

Plagiarism is not acceptable and will be reported. This includes:
- passing off the ideas or words of another as your own,
- using another's work or ideas without crediting the source,
- presenting an existing idea or product as new and original and not crediting the source,
- using so many words or ideas from other sources that your work is not sufficiently original.

Review the KTH Web for more specifics and details:

(https://www.kth.se/en/student/stod/studier/fusk-1.997287 plagiarism | KTH).

Ensure that your work is original and referenced properly. Plagiarism suspicions will be handled appropriately, leading to potential referrals to the university disciplinary committee and possibly resulting in the suspension of studies.

Use of AI.

The use of AI tools (such as ChatGPT, Gemini, or similar) is permitted in this course as a support for learning, idea generation, and language improvement. However, students are fully responsible for the accuracy, originality, and quality of all submitted work. The expected standard of quality remains the same as for work produced without AI assistance. Furthermore. AI may be used as a tool for inspiration and refinement, but fully automated AI-generated pitch decks or reports are not allowed. All materials must reflect the student's own analysis, design, and understanding. Any use of AI must be transparently disclosed following the requested information in the AI disclosure template in the *AI Student Guide (Version 2025–2026)* found in *Modules > Course Information*.

Your Input.

This course is for you. We encourage you to provide feedback on the course, express concerns, and make requests. In the middle and after the course, SSES will distribute online evaluation surveys. Please complete them so we can continue to improve the course.

Confidentiality and NDA Policy.

There are no Non-Disclosure Agreements (NDAs) for startup ideas in this course.

Course schedule.

Note:
- Attendance is an essential component of your success in this course. Students are expected to attend all mandatory sessions. Attendance at fewer than nine (9) sessions will result in an automatic failing grade, regardless of performance on other assessments.

Week /Day	Date	Location	Time	Content and theme	Activity
13 Mon	23 Mar	E3	17:00-20:00	*Introduction to the course* *A primer on business model innovation*	Session 1
13 Wed	25 Mar	U31	17:00-20:00	*The team – an enabler for innovation* *Reading discussions – literature for session 1 & 2*	Session 2
13 Wed	25 Mar		21:00	Deadline: Personal profile	Deadline PRO3
14 Mon	30 Mar	U31	17:00-20:00	*Idea generation* *Reading discussions*	Session 3
14 Wed	1 Apr	U31	17:00-20:00	*Workshop: Creating a pitch deck*	Session 4
14 Thu	2 Apr		21:00	Deadline: Register your Team in Canvas	Deadline PRO3
16 Mon	13 Apr	E3	17:00-20:00	*How to understand the market* *Reading discussions*	Session 5
16 Mon	13 Apr		21:00	Deadline: Pitch deck – Idea, Team and headings, Draft 1	Deadline PRO3
16 Wed	15 Apr		17:00	Deadline: Feedback 1st draft PRO3	Deadline PRO3
16 Wed	15 Apr	U31	17:00-20:00	*How to navigate the market* *Reading discussions, Feedback PRO3* *Guest: Andreas Olsson, founder of Ampliro*	Session 6
17 Mon	20 Apr	E3	17:00-20:00	*Sustainability* *Reading discussions* *Guest: Dalina T. Steneros & Staffan Pernler, founder of Sustainable AI Solutions*	Session 7
17 Mon	20 Apr		21:00	Deadline: Pitch deck PRO3, draft 2	Deadline PRO3
17 Wed	22 Apr		17:00	Deadline: Feedback 2nd draft PRO3	Deadline PRO3
17 Wed	22 Apr	U31	17:00-20:00	*Disrupting the market* *Reading discussions, Feedback PRO3*	Session 8
17 Thu	23 Apr		19:00	Deadline: Draft PRO2	Deadline PRO2
18 Mon	27 Apr	W25	17:00-20:00	*Disrupting with AI* *Reading discussions*	Session 9

18 Wed	29 Apr	U31	17:00-20:00	*Monetizing the Elephant* *Reading discussions, Feedback PRO2*	Session 10
19 Mon	4 May	E3	17:00-20:00	*Pitch workshop* *Guests: Hayden Miller & Olivia Viklund from IP agency AWA*	Session 11
19 Mon	4 May		21::00	Deadline: Pitch deck PRO3, draft 3	Deadline PRO3
19 Wed	6 May		17:00	Deadline: Feedback 3rd draft PRO3	Deadline PRO3
19 Wed	6 May	U31	17:00-20:00	*Presentations – Finals* *Feedback session*	Session 12
21 Wed	20 May		19:00	Deadline: Final version Pitch deck	Deadline PRO3
21 Wed	20 May		19:00	Deadline: Final version Individual report	Deadline PRO2