# SUBJECT DATASHEET

## Innovative Business Models

## BMEGT20BX4U002-00

# I. SUBJECT DESCRIPTION

## 1. SUBJECT DATA

**Subject name**
Innovative Business Models

| | |
|---|---|
| **ID (subject code)** | BMEGT20BX4U002-00 |

**Type of subject**
contact lessons

**Course types and lessons**

| *Type* | *Lessons* |
|---|---|
| Lecture | 2 |
| Practice | 2 |
| Laboratory | 0 |

**Type of assessment**
term grade

**Number of credits**
5

**Subject Coordinator**

| *Name* | *Position* | *Contact details* |
|---|---|---|
| Dr. Nemeslaki András | professor | nemeslaki.andras@gtk.bme.hu |

**Educational organisational unit for the subject**
Department of Management and Business Economics

**Subject website**
https://edu.gtk.bme.hu/

**Language of the subject**
magyar - HU

**Curricular role of the subject, recommended number of terms**

**Direct prerequisites**

| | |
|---|---|
| ***Strong*** | None |
| ***Weak*** | None |
| ***Parallel*** | None |
| ***Exclusion*** | None |

**Validity of the Subject Description**
Approved by the Faculty Board of Faculty of Economic and Social Sciences, Decree No: 580501/3/2025 registration number. Valid from: 2025.07.10.

# 2. OBJECTIVES AND LEARNING OUTCOMES

**Objectives**

The course aims to provide students with a comprehensive understanding of innovative business models and how to design, analyze, and adapt them. Students will explore the core components of modern business modeling frameworks (e.g., Business Model Canvas), the impacts of digital transformation, and the influence of sustainability and social innovation on business model development. The course particularly focuses on scalable, disruptive and platform-based business models, often emerging from startup ecosystems.

**Academic results**

Knowledge

1. Understands key frameworks for business model innovation (e.g., BMC, Lean Canvas, Platform Models).
2. Recognizes interconnections between business model elements.
3. Understands how startup ecosystems and scaling strategies influence business models.
4. Understands the implications of digital technologies (AI, IoT, blockchain, etc.) on business models.
5. Is familiar with sustainable and socially responsible business model patterns.

Skills

1. Able to analyze and compare different business models.
2. Able to design new business models based on specific cases or ideas.
3. Able to structure a business model for a novel idea.
4. Able to adapt existing business models to new markets or contexts.

Attitude

1. Demonstrates openness toward novel, sometimes risky but scalable business opportunities.
2. Shows interest in interdisciplinary thinking and design thinking methodology.
3. Actively participates in discussions, workshops and case study reflections.

Independence and responsibility

1. Capable of independently analyzing a business model's feasibility and viability.
2. Can develop individual ideas into structured business model concepts.
3. Participates responsibly in team assignments and project preparations.

**Teaching methodology**

The course is delivered through interactive lectures combined with the analysis of business model cases and conceptual frameworks. The learning process may be supported by guest speakers, practicing entrepreneurs, and business model consultants who share their own experiences to enrich the content. Students are expected to actively participate in discussions, engage in small-group analyses, complete structured reflective assignments, and work on both individual and team-based business model design tasks.

**Materials supporting learning**

- Osterwalder & Pigneur: Business Model Generation
- Johnson, Christensen & Kagermann: Reinventing Your Business Model
- Blank, S.: The Startup Owner's Manual
- https://strategyzer.com, www.vallalkozasindito.hu

# II. SUBJECT REQUIREMENTS

## TESTING AND ASSESSMENT OF LEARNING PERFORMANCE

**General Rules**

The course concludes with a term grade, based on a combination of individual and group work, as well as class participation.

**Performance assessment methods**

Students are evaluated through case study analyses, business model design assignments (individual or team-based), a final presentation (pitch), and short reflective assignments. Throughout the semester, students may work in small teams to develop and present their own business model concept. Active participation and timely submission of assignments are essential and may not be fully substitutable. There is no separate midterm or final exam; all performance elements are integrated into coursework. All performance elements are mandatory. Partial
Assessment (Assignment): At the beginning of the semester, students form individual or small groups (2–3 persons). Throughout the semester, they complete structured business model design assignments, gradually building the key components (e.g., value proposition, customer segments, revenue model). Each task is evaluated by the instructors based on team performance and quality. Partial Assessment
("Contact Hours" Participation): Active participation during lectures and consultations is expected, especially in case discussions and team consultations. Class participation is evaluated, including subjective elements which instructors are not required to justify in detail. Partial Assessment ("Pitch Presentation"): At the end of the semester, students present their individual or team-designed business models in a structured "pitch" format. Evaluation is based on the conceptual soundness, originality, internal logic, and presentation
quality. Subjective elements may influence the grading, which instructors are not obliged to explain in detail.

**Percentage of performance assessments, conducted during the study period, within the rating**

- **Partial Assessment (Assignment)**: 50
- **Partial Assessment ("Contact Hours" Participation)**: 20
- **Partial Assessment ("Pitch Presentation")**: 30
- **Total**: 100

**Percentage of exam elements within the rating**

**Conditions for obtaining a signature, validity of the signature**

**Issuing grades**

| | |
|---|---|
| Excellent | 91 |
| Very good | 85–90,5 |
| Good | 75–84,5 |
| Satisfactory | 63–74,5 |
| Pass | 50–62,5 |
| Fail | 0-49 |

**Retake and late completion**

Active participation – by its nature – cannot be made up, retaken, or substituted in any form. Group assignments must be completed weekly according to the schedule provided by the instructors. Missed assignments may be submitted later, and assignments of insufficient
quality may be revised with the instructor's prior approval. The course concludes with a team-based pitch presentation, which contributes
to the final grade. This presentation cannot be retaken or rescheduled, as the evaluation includes subjective elements and depends on live performance and team presence.

**Coursework required for the completion of the subject**

| | |
|---|---|
| Participation | 26 |
| Preparation and reflective assignments | 26 |
| Individual case study analysis | 20 |
| Group business model development work | 40 |
| Preparation for Pitch | 18 |

| | |
|---|---|
| Independent research and literature review | 20 |
| Total | 150 |

**Approval and validity of subject requirements**

Consulted with the Faculty Student Representative Committee, approved by the Vice Dean for Education, valid from: 07.07.2024.

# III. COURSE CURRICULUM

## THEMATIC UNITS AND FURTHER DETAILS

**Topics covered during the term**

During the semester, the following topics will be discussed.

1 Introduction to business models – definitions and historical development
2 Elements and logic of the Business Model Canvas
3 Digital transformation and its impact on business models
4 Platforms, ecosystems, and network effects
5 Sustainable and social value-driven business models
6 Lean Startup principles and customer development
7 Innovation types: product vs. business model innovation
8 Case study: classical business models (e.g., IKEA, Ryanair, Amazon)
9 Case study: digital platform models (e.g., Uber, Airbnb, TikTok)
10 Designing resilient and adaptive business models
11 Validating business models: prototyping and MVP
12 Team project presentations (business model pitch)
13 Course reflection and feedback

**Additional lecturers**

**Approval and validity of subject requirements**