



Course and Examination Fact Sheet: Spring Semester 2025

8,022: Methods: Sustainable Scaling

ECTS credits: 3

Overview examination/s

(binding regulations see below)

decentral - Active participation, Analog, Individual work individual grade (25%)

Examination time: Term time

decentral - Written work, Digital, Group work group grade (75%)

Examination time: Term time

Attached courses

Timetable -- Language -- Lecturer

[8,022,1.00 Methods: Sustainable Scaling](#) -- English -- [Greger Michael](#) , [Ademi Petrit](#)

Course information

Course prerequisites

This course is assigned to the "Start-up & Scale-up Entrepreneurship" profile, but can also be taken without selecting a specialisation.

Learning objectives

- Students will develop a practical understanding of how to scale ventures sustainably.
- This includes acquiring knowledge about the essentials of designing a scale-up strategy, managing prospective revenue growth, ensuring operational excellence, and dealing with key stakeholders.
- Along the entire scaling lifecycle, students will gain practical insights into the role of ESG criteria.
- Overall, students participating in this course will be methodologically prepared for the variety of facets that they will encounter in their journey of scaling new ventures.

Course content

Scaling new ventures is a critical challenge that entrepreneurs face as they enter into growth phases. This course provides methodological knowledge on how to approach venture scaling along key dimensions: due diligence (scale-up strategy), growth engine (revenue growth), operations (operational excellence), impact scaling (sustainable outlier), and scale-up habits (e.g., leadership). Specifically, this course will draw upon the iterative process framework of the Scale-up Navigator, complemented by real-life case studies, guest lectures, and digital scaling tools. The aim of this course is to equip students with the necessary methodological and conceptual knowledge towards scaling, which will become essential in their long-term entrepreneurial journey.

Course structure and indications of the learning and teaching design

- This course counts 3 credits. Accordingly, the total workload for students is 90 hours. This includes self-study, campus time and all examinations.
- The structure of the contact study is planned as follows: 24 hours of contact study in a blocked format during the semester break, including introductory lectures, guest lectures, and workshops. Active participation is expected (examination part 1).
- The structure of the self-study is intended as follows: 36 hours of preparation time for the lectures, 30 hours preparation for the group paper (examination part 2).
- The course is conducted in presence in St. Gallen.

Course literature



- Core literature:
 - Grichnik, D., Heß, M., Greger, M.K., Goeldi, A. & Schweitzer, F. (2024). Scale-up Navigator: Das Handbuch für nachhaltig skalierende Start-ups - vom Start-up zum Outlier. 1. Auflage, Wiley-VCH (Verlag), 978-3-527-51158-7 (ISBN).
- Additional literature:
 - Shepherd, D.A. & Patzelt, H. (2021). Scaling new ventures. In: D. Shepherd and H. Patzelt (Eds.), Entrepreneurial Strategy: Starting, Managing, and Scaling New Ventures (pp. 101-117). Palgrave MacMillan.
 - Grichnik, D., Hess, M., Probst, D., Antretter, T., & Pukall, B. (2020). Startup Navigator-Guiding Your Entrepreneurial Journey. Red Globe Press, London.
 - Case studies, research articles and other materials provided throughout the course.

Additional course information

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Examination information

Examination sub part/s

1. Examination sub part (1/2)

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	25%
Duration	--

Examination 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 (2/2)

Examination modalities

Examination type	Written work
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Responsible for organisation	decentral
Examination form	Written work
Examination mode	Digital
Time of examination	Term time
Examination execution	Asynchronous
Examination location	Off Campus
Grading type	Group work group grade
Weighting	75%
Duration	--

Examination 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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Examination content

- Introduction to Scaling and Sustainable Entrepreneurship
- Scale-up Due Diligence
- Growth Engine
- Operations
- Impact Scaling
- Scale-up Habits

Examination relevant literature

Course literature and lecture slides, including supplementary material provided throughout the course.



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, 25 March 2025) 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, 23 January 2025);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 17 March 2025);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 14 (Monday, 31 March 2025);
- 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, 07 April 2025).