

IBM Minor : Management of Innovation

Fall semester :

- Business Model Innovation
- Entrepreneurial Finance

Spring semester :

- Strategy and Practice for Digital Transformation
- Business Analytics

Please see the details of the course contents in the following pages.

DESCRIPTION OF ELECTIVE COURSE

Name of the school : Haute école de gestion de Genève	Academic Year: 2023-2024
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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 new concept for an innovative product or service that is technology-driven. 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 technology-oriented 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 innovative business models.</p> <p>At the end of this course, students should be able to:</p> <ul style="list-style-type: none"> • 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 ecosystem partners; • Analyze existing business models and understand how companies innovate their business models; • Develop UVPs through innovative business models.

<p>10. Contents <i>(General themes and descriptions, the accurate content may change)</i></p>	<ul style="list-style-type: none"> • Intro to business models: How, what, how and why value is created and captured and for whom? • Differentiating Product/service innovation from BMI • Why companies fail - A BMI perspective • Problem analytics • Understanding critical success factors: demand & competition analysis • Business Model generation processes & varying tools • Defining a Unique Value Proposition • BMI and entrepreneurial lifecycles • Existing industry BMI vs. entrepreneurial startups • Innovative BM testing with 3 dimensional BMs. What makes a BM innovative, attracts investors, and leads to large firm valuation? • Monetization – different approaches to generating income • Sustainability and 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, communicating to different audiences • Presenting innovative BMs: elevator pitch, executive summary, the project plan) <p>This course will also contain a standalone workshop on pitching techniques.</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>
<p>SECOND PART: LOCATION OF THE MODULE IN THE STUDY PLAN</p>	
<p>14. Level</p>	<p><input type="checkbox"/> Basic module <input type="checkbox"/> Advanced module <input checked="" type="checkbox"/> Specialized module <input type="checkbox"/> Other:</p>
<p>15. Characteristics</p>	<p><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 »)</p>
<p>16. Type</p>	<p><input checked="" type="checkbox"/> Main module</p>

	<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

DESCRIPTION OF ELECTIVE COURSE

Name of the school : Haute école de gestion de Genève	Academic Year: 2023-2024
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FIRST PART: DESCRIPTION OF MODULE	
1. Domain	Business and Services
2. Department	International Business Management
3. Course name	Entrepreneurial Finance
4. Code	31038
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>Have you ever wondered (or even experienced) what it takes to start and grow an innovative entrepreneurial venture that is technology driven? What differentiates such a venture from an established business (i.e., an SME or a large company)? What role does finance play within a scalable entrepreneurial venture?</p> <p>Entrepreneurship is a process where people pursue opportunities in the marketplace by solving problems. As most young ventures are financially constrained, the search and acquisition of external financial resources are key to realizing their growth and scalability potential.</p> <p>This course will address several qualitative and quantitative aspects of entrepreneurial finance. It will develop an in-depth understanding of how an idea transforms into a growth oriented venture. What are the different financing options, and how harvesting occurs.</p> <p>At the end of this course, students should be able to:</p> <ul style="list-style-type: none"> • Comprehend the main stages of the entrepreneurial life cycle and ecosystem players, their characteristics, challenges and financial requirements

	<ul style="list-style-type: none"> • Evaluate how value is created, captured, and extracted by entrepreneurial ventures vs. financial markets • Acquire practical knowledge on how to plan financially in early vs. late stages • Familiarize with the different financing approaches, ecosystem and market players, and valuation methods • Understand why, when, and how harvesting occurs
<p>10. Contents <i>(General themes and descriptions, the accurate content may change)</i></p>	<ol style="list-style-type: none"> 1. Entrepreneurial Lifecycle and mind-set <ul style="list-style-type: none"> • What is entrepreneurial finance? • The 5 stages of the Entrepreneurial Life Cycle and their differentiating features • Qualitative and quantitative screening for venture opportunities • How value is perceived by different stakeholders during each life cycle • Ecosystem players and their role within the entrepreneurial lifecycle 2. Financial Planning <ul style="list-style-type: none"> • Early vs. late stage financial planning • Sustainable practices in an unpredictable environment • Projecting (pro forma) financial statements <ul style="list-style-type: none"> - Mindfulness: Investing vs. financing - the flip sides of the same coin • Managing cash flows 3. Financing Entrepreneurial Ventures <ul style="list-style-type: none"> • Financing actors and alternatives in the marketplace <ul style="list-style-type: none"> • Early vs. late stage valuation approaches to entrepreneurial ventures: venture screening criteria, staged financing, investment cycles, and different calculation methods (i.e., VC method) • Negotiating financial rounds and the main legal agreements 4. Harvesting <ul style="list-style-type: none"> • Planning and preparation for an exit strategy - from early to late stages • The different types of exits and timeline • Determination of value by the buyer - financial vs. strategic
<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

DESCRIPTION OF ELECTIVE COURSE

Name of the school: Haute école de gestion de Genève	Academic Year: 2023-2024
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FIRST PART: DESCRIPTION OF MODULE	
1. Domain	Business and Services
2. Department	International Business Management
3. Course name	Strategy and practice for digital transformation
4. Code	31032
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>The course “Strategy and practice for digital transformation” is designed to provide students with a comprehensive understanding of the concepts and practices of digital transformation in organizations. The focus of the course is on the strategies and tactics required to successfully lead digital change within an organization, from both a theoretical and practical perspective.</p> <p>The course starts with an introduction to digital transformation and its impact on organizations, including the different theories and frameworks of digital change and transformation. Students then learn about the different strategies and approaches for leading digital transformation and the role of leadership in driving digital change within an organization.</p> <p>The course also delves into the challenges and obstacles faced during digital transformation and explore ways to overcome them. Topics such as data management, operating model, positive mindset, and emerging technologies are emphasized as crucial elements in supporting transformation, and their importance is discussed in detail.</p>

Throughout the course, students have the opportunity to apply their learning through case studies and practical applications and work on group projects to develop their skills in leading and managing digital change.

The course is articulated into 2 different parts:

1. **Fundamentals of Digital Transformation:** This part covers the basic concepts and theories of digital transformation, including their impact on organizations and the digital/IT landscape. Topics covered in this section include the digital transformation journey, digital transformation models and frameworks, and the role of technology in digital transformation.
2. **Challenges in Implementation:** In this part, students learn about the various challenges that organizations face when implementing digital transformation. Topics covered include change management, resistance to change, data security and privacy, operating model and governance, and the need for continuous improvement. Students also learn about best practices for overcoming these challenges and ensuring a successful digital transformation journey. This part also covers the importance of measuring and tracking the impact of digital transformation, and how to effectively communicate the results and benefits to stakeholders.

At the end of the course, students will be able to:

- Understand the basics and fundamentals of digital transformation, including its impact on organizations and the digital landscape.
- Implement a digital transformation journey, including the different stages and models for planning and implementation.
- Understand the role of technology in digital transformation, including the use of cloud computing, artificial intelligence, the Internet of Things (IoT), and blockchain.
- Evaluate the importance of change management and stakeholder engagement in ensuring a successful digital transformation journey.
- Have a clear view of the challenges faced during digital transformation, including resistance to change, data security and privacy, and continuous improvement.
- Learn best practices for overcoming these challenges and ensuring a successful digital transformation journey.
- Understand the importance of data-centric decision-making and how to effectively communicate the results and benefits of digital transformation initiatives.
- Understand the role of leadership in driving digital change within an organization and the impact of digital transformation on organizational culture.
- Learn from real-world case studies and practical applications of digital transformation, including the impact on business strategy and customer experience.

	<ul style="list-style-type: none"> • Envision the future of digital transformation and the potential impact of emerging technologies on organizations and the digital landscape.
<p>10. Contents <i>(General themes and descriptions, the accurate content may change)</i></p>	<p>Concepts and best practices:</p> <ul style="list-style-type: none"> • Theories and frameworks of digital transformation and its impact on organizations. • Different strategies and approaches for leading digital transformation. • The role of leadership in driving digital change within an organization. • Data management, Cloud solutions, and the use of emerging technologies in support of digital transformation. • Real-world case studies and practical applications of digital transformation. • A comprehensive understanding of the importance of a data-centric approach to digital transformation, and how to effectively communicate the results and benefits to stakeholders. • Leadership roles in organizations undergoing digital transformation; how to drive change and manage risk effectively. <p>Challenges in implementation:</p> <ul style="list-style-type: none"> • Organizational culture: Discussing how organizational culture can impact the success of digital transformation initiatives and how leaders can work to create a culture that supports change. • Change management: Exploring best practices for managing change and overcoming resistance to change, including communication strategies, training programs, and stakeholder engagement. • Data governance, security and privacy: Examining the challenges and risks associated with protecting sensitive data in a digital environment, including data breaches and data privacy regulations. • Measuring success: Examining metrics and KPIs that can be used to measure the success of digital transformation initiatives, including customer satisfaction, employee engagement, and business outcomes. • Organizational readiness: Assessing an organization's readiness for digital transformation, including its digital maturity, technology infrastructure, and leadership capacity.
<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</p>

	exam. <input type="checkbox"/> No remediation
13. Coordinator / main instructor	Yvan Cognasse, https://www.linkedin.com/in/yvancognasse/ And other lecturers
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 checked="" type="checkbox"/> Spring semester <input type="checkbox"/> Fall semester <input type="checkbox"/> Other

DESCRIPTION OF ELECTIVE COURSE

Name of the school : Haute école de gestion, Genève	Academic Year: 2023-2024
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FIRST PART: DESCRIPTION OF MODULE	
1. Domain	Business and Services
2. Department	International Business Management
3. Course name	Business Analytics
4. Code	31033
5. Type of education	<input checked="" type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> MAS <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	<ul style="list-style-type: none"> • Provide an overview of business analytics • Introduce and discuss three main processes of business analytics <ul style="list-style-type: none"> o Data gathering, data storage, and data integration: data warehousing and data integration, relational and multidimensional analytical processing o Knowledge discovery: data mining o Knowledge sharing: visual analytics, business reporting, and dashboards • Discuss current issues and future trends in business analytics • Get hands-on experience on business analytics processes through working with state-of-the-art analytics tools <p>This course targets students' managerial capabilities in BA. Therefore, the use of BA tools merely aims to exercise the introduced managerial capabilities.</p>

<p>10. Contents <i>(General themes and descriptions, the accurate content may change)</i></p>	<p>Analytics has become the technology driver of this decade. Organizations employ various analytics tools to generate descriptive, prescriptive, and predictive insights from various data sources to make educated decisions. All of these analytics tools and their respective architectures and methodologies reside under the umbrella term business analytics (BA).</p> <p>BA combines data gathering, data storage, and knowledge management with analytics tools to present complex internal and competitive information to planners and decision makers. The strategic role of BA has become evident for many businesses since it enhances organizations' management decision-making capabilities. Thanks to a plethora of tools and methods, BA provides purposeful aggregation and consolidation of vast amounts of data from different sources that inform operational as well as strategic management decisions.</p> <p>This course covers three main phases of BA. The first phase (i.e., data gathering, data storage, and data consolidation) comprises data warehousing, data integration, as well as relational and multidimensional analytical processing. The second phase (i.e., knowledge discovery) concerns data mining to extract business knowledge from consolidated raw data. The third phase (i.e., knowledge sharing) encompasses visual analytics, business reporting, and dashboards. Further, to get familiar with BA tools and to get hands-on experience on the abovementioned topics, this course comprises several exercises for which students work with state-of-the-art and practical examples and analytics tools.</p>
<p>11. Evaluation</p>	<p>The grading of the module shall be based on:</p> <ul style="list-style-type: none"> ▪ Assignments (50%): students conduct several exercises during the semester to practice the introduced concepts and methods in the class. Exercises include data integration and visualization, relational modeling, multidimensional modeling and OLAP, reporting, dashboards, and data mining. Answers to exercises' questions should be submitted in several rounds of deadlines announced by the lecturer. ▪ Presentation and paper (50%): as a final project, a business case will be provided to each group. Groups are supposed to elaborate on the case (through a presentation and a short paper) based on the information provided by the case as well as course material. The case study intends to examine students' use of course content in dealing with a business case. <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>Kazem Haki</p>
<p>SECOND PART: LOCATION OF THE MODULE IN THE STUDY PLAN</p>	

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 checked="" type="checkbox"/> Spring semester <input type="checkbox"/> Fall semester <input type="checkbox"/> Other