

Module description

Field of study: *Business, Management and Services*

Degree course: *Bachelor of Science HES-SO in International Business Management*

1. Title of module	General Management II	2025-26
Code: 3012	Type of course: <input checked="" type="checkbox"/> Bachelor's <input type="checkbox"/> Master's <input type="checkbox"/> MAS <input type="checkbox"/> DAS <input type="checkbox"/> CAS <input type="checkbox"/> Other: ...	
Level: <input type="checkbox"/> Basic module <input type="checkbox"/> Further studies module <input checked="" type="checkbox"/> Advanced module <input type="checkbox"/> Specialised module <input type="checkbox"/> Other: ...	Characteristic: <input checked="" type="checkbox"/> Module where failure may lead to final dismissal from the degree course in accordance with Art.25 of the Framework directives on the Bachelor and Master degrees at the HES-SO	
Type: <input checked="" type="checkbox"/> Main module <input type="checkbox"/> Module linked to main module <input type="checkbox"/> Optional or subsidiary module <input type="checkbox"/> Other: ...	Time schedule: <input checked="" type="checkbox"/> Module over 1 semester <input type="checkbox"/> Module over 2 semesters <input type="checkbox"/> Spring semester <input checked="" type="checkbox"/> Autumn semester <input type="checkbox"/> Other: ...	

2. Organisation

ECTS credits : 8

Language:

<input type="checkbox"/> French	<input type="checkbox"/> Italian
<input type="checkbox"/> German	<input checked="" type="checkbox"/> English
<input type="checkbox"/> Other: ...	

3. Prerequisite

- To have validated the module
 To have followed the module
 No prerequisite
 Other: to have validated the first-year assessment

4. Skills to be gained / general learning objectives

Objectives for the course: Operations and Services

Our objective in this course is to introduce you to concepts related to the design, planning, control, and improvement of manufacturing and service operations. At the end of the course, the student will:

- Be able to apply tools and methods necessary for design and management of manufacturing and service operations.
- Understand how manufacturing operations contribute to gaining a competitive advantage in the marketplace.
- Be conversant with new demands in the global business environment which operations managers face today.
- Have a set of tools and frameworks to analyze operations and propose improvements

Objectives of the course: Global HR Management

Forward-looking HR leaders are confidently harnessing the resources and insights that will redefine the traditional HR model and its contribution to the enterprise.

The purpose of this course is to show how the HR function can play an active role in developing people focused leaders across cultures, while leveraging new enabling technologies, robust shared processes and shared structured information.

The course will enable you to:

- Know the difference between universally effective people management approach and culture-bound behaviors and practices
- Understand the most effective human development methods for different organizational and cultural contexts
- Understand quantitative and qualitative HR performance management
- Understand the HR strategy articulation in a transnational company

This course will help you learn:

- Know how to create a global talent development strategy
- Understand best practices in HR expertise areas, including digital HR
- Recruitment/ Staffing
- Compensation & Benefits
- Talents planning, development and succession
- HR Governance and risk management
- Key process, Audit, Quality
- Deliver value on employee experience
- Create a personal development plan
- Frame an HR project involving multiple organizations and teams

Objectives for the course: International Supply Chain

Supply Chain Management controls and optimizes materials, information and financial flows among all of the firms that contribute value to a product, from the source of raw materials to end customers. The complexity of supply chains has grown significantly with globalization, bringing fresh strategic and tactical challenges to supply chain managers.

Integrating purchasing, logistics, and operations management, the course provides a broad understanding of a supply chain in a global setting.

At the end of the course, the student will:

- Be able to use methods and frameworks to analyze and propose improvements in a typical supply chain
- Understand issues particular to globalization and sustainability
- Have a standard set of indicators for assessment and measurement of performance
- Have a good understanding of impact of end-to-end supply chain on financial performance

5. Teaching and content

Course: Operations and Services

The course comprises five sections:

Unit 1: INTRODUCTION TO OPERATIONS MANAGEMENT

What is meant by manufacturing operations?

Strategic role of operations

Definition of operations strategy

Unit 2: DESIGN

Design of the operations process

Process performance indicators

Role of technology

Unit 3: PRODUCTION CONTROL

Manufacturing planning techniques

Production control

Capacity investment decision tools

Unit 4: IMPROVEMENT

Quality management (TQM, six sigma)

Lean and agile methods
Measuring and improving performance

Unit 5: GLOBAL MANUFACTURING ISSUES
Factory of the future
Manufacturing organization

Course: Global HR Management

This course is organized in a blended learning format of lectures, readings, interactive exercises, project work, learning group meetings, written and video based discussion.

The lecture session will address the course material in a highly interactive format including short case studies, self-assessment measures, and question-and-answer periods.

The discussion session will focus on issues related to actual challenges and experiential exercises to expand cultural self-awareness.

Course: International Supply Chain

The learning methods consist of a mix of highly interactive lectures, personal reading, group case studies, a serious game and short exercises.

The course comprises four sections:

Unit 1: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT
What is a supply chain?
Supply chain process
What is a “good” supply chain? How to judge and measure performance.
Simulation of supply chain – serious game
Sustainable Supply Chain Management

Unit 2: DEMAND MANAGEMENT
Customer demand
Demand forecasting methods

Unit 3: SUPPLY MANAGEMENT
Planning the supply chain
Purchasing
Operational flow management (make/deliver/return)

Unit 4: GLOBAL SUPPLY CHAIN ISSUES
Trends in global supply chains

6. Assessment and validation methods

Each course syllabus available on the moodle platform Cyberlearn describes the assessment and validation methods.

7. Reassessment requirements

- Reassessment possible
 No reassessment
 Other (please specify): ...

other reassessment modalities

Reassessment if the module grade is between 3.5 (included) and 3.9 (included).
After reassessment, the maximum grade is 4.0

7a Reassessment requirements (if module is repeated)

- Reassessment possible
 No reassessment
 Other (please specify): ...