

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 IV	2025-26
Code: 3014	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 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: 5

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: Digital Management

Rationale: Contemporary organizations operate in complex business ecosystems, consisting of a plethora of suppliers (or business partners) and customers, in which co-creation of innovative products and services is contingent on close collaboration and process integration among all business actors. Surviving and thriving in such ever-changing business ecosystems requires end-to-end integration of business processes to, for example, quickly react to customer demands and to efficiently mobilize resources from suppliers.

Over the last decades, organizations have taken advantage of enterprise systems technologies (e.g., ERP systems) to automate and integrate business processes and to connect the entire organization in a digitally enabled computing environment. Such enterprise systems have recently turned to enterprise digital platforms upon which the integration of business processes goes beyond organizational boundaries and beyond individual information systems, digital tools, or applications.

This course provides an overview of the main [digital] business processes in an organization and in integration with supplier and customer organizations. To this end, a commercially available enterprise digital platform will be used to conduct several exercises on various digital business processes.

Objectives: At the end of this course, students should be able to:

- Understand the main business processes —supply-side and demand-side—and their integration within the organization as well as with customers and suppliers;
- Analyze capabilities of enterprise digital platforms and their exemplary instantiations/predecessors such as enterprise resource planning systems (ERP), customer relationship management systems (CRM), and business analytics (BA) systems;
- Assess business process innovations introduced by the latest digital technologies, notably cloud computing ("Software-as-a-service") and mobile technologies;
- Gain hands-on experience with a commercially available enterprise digital platform.

Objectives for the course: Business Planning Tools

Rational: The objective of this course is to provide students with tools and techniques for understanding and evaluating major types of strategic decisions in organizations in view of their implementation. A rigorous financial and non-financial analysis of the strategic and tactical moves are an essential part of business planning both in corporate and entrepreneurial environments. The course draws on analytical tools seen in previous modules to construct relevant analysis and arguments for or against business endeavors and looks at the importance of how the analysis is structured and presented in supporting decisions by internal and external stakeholders (e.g. financiers).

The students should be able to critically analyze and communicate recommendations for business opportunities using the following structured analytical approach with a variety of business planning tools:

- Define specific business opportunity as it relates to organizational strategy
- Obtain and validate data relevant to the business opportunity and decision
- Analyze data and develop information to evaluate the business opportunity
- Build and validate business models to test and assess business outcome under various assumptions
- Communicate conclusions and recommendations regarding business opportunity

5. Teaching and content

Teaching Unit: Digital Management

Pedagogically, the course employs a theory-practice-debriefing approach. Throughout the course, students will use the SAP Business ByDesign system, an enterprise digital platform, to conduct all the exercises and to elaborate on their relations.

The course is designed to go through various business processes in an organization and to learn how digital technologies are employed to conduct these processes. To this, the course has theory sessions to introduce processes, each followed by a lab session to exercise the use of digital tools. The main covered processes in the course are the following:

- Organizational design
- Strategic sourcing
- Procurement planning and processing
- Procurement analysis
- Customer relationship management
- Customer order fulfillment
- Service management

Teaching Unit: Business Planning Tools

Key Teaching Approach: The course is based on a series of applied business scenarios for which students will learn to construct and present professional decision support documents. The approach is largely based on practical workshops.

Key Teaching Units:

Develop business models and recommendations for business scenarios such as:

- Make or Buy products/services
- Open/Close retail store

- Increase production capacity and/or productivity
- Expand product line/offerings
- Enter into new market/region
- Enhance information and decision support systems
- Vertically integrate supply chain
- Implement regulatory requirements (Environmental, Health, & Safety)
- Acquisition/Divestiture of business

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,

7a Reassessment requirements (if module is repeated)

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