

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	2017-18
Code: 3012	Type of course: (<i>Compulsory – 1 possible response</i>) <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: (<i>Optional – 1 possible response</i>) <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: (<i>Optional – 1 possible response</i>) <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: (<i>Optional – 1 possible response</i>) <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: (<i>Optional – multiple responses possible</i>) <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:
(*Compulsory – multiple responses possible*)

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

3. Prerequisite

(*Compulsory – 1 possible response*)

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: **Manufacturing Operations**

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: Intercultural HR Management

Intercultural HR Management focuses on the importance of culture in our everyday lives, and the ways in which culture interrelates with and effects communication processes.

We live in an era of rapid globalization in which being able to communicate across cultures is imperative to our ability to function in a diverse workplace, city, and world.

The course will enable you:

- To explore your own cultural communication style and increase your sensitivity to other cultures.
- To increase our awareness of our own cultural backgrounds, and the contexts (social, cultural and historical) in which we live and communicate.

This course will help you learn:

- To expand cultural self-awareness, other culture awareness, and the dynamics that arise in interactions between the two.
- To understand how communication processes differ among cultures.
- To identify the challenges that arise from these differences in intercultural interactions and learn ways to creatively address them.
- Develop awareness of intercultural differences and potential misunderstandings
- To acquire knowledge, skills and attitudes that increase intercultural competence
- Learn about different types of corporate cultures

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
- 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: Manufacturing Operations

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 product manufacturing process

Design of service manufacturing process

Designing process for optimal flow

Process technology

Unit 3: PRODUCTION CONTROL

Supply chain planning process
Production execution control
Cycle time and capacity planning and control

Unit 4: QUALITY AND CONTINUOUS IMPROVEMENT

Quality planning and control
Lean manufacturing
Measuring and improving performance
Organization of operations function

Course: Intercultural 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 meant by supply chain?
Strategic role of supply chain
Supply chain process

Unit 2: SUPPLY CHAIN PROCESS END-TO-END - DEMAND

Customers as part of the process
Demand forecasting

Unit 3: SUPPLY CHAIN PROCESS END-TO-END - SUPPLY

Segmentation and supply chain types
Planning the supply chain
Purchasing
Production
Delivery and returns management

Unit 4: GLOBAL SUPPLY CHAIN ISSUES

Digitalization impact (M-commerce, E-commerce)
Value creation through supply chain management
Collaborating with partners
Organizing the function

6. Assessment and validation methods

(Compulsory – write in as required)

The grading of the module shall be based on:

- A written exam in week 16/32 of the semester; **and/or**
- Mid-term assessments during weeks 1 to 14 according to the decision of the instructor.

(The methods and weightings are communicated by the instructor before the evaluations.)

7. Reassessment requirements

(Compulsory – multiple responses possible)

- 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)

(Compulsory – multiple responses possible)

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

8. Remarks

(Optional – write in as required)

9. Bibliography

(Optional – write in as required)

International Supply Chain & Manufacturing Operations:

N Slack, S Chambers and R Johnston, Operations Management, 7th edition (Pearson 2013)

K Lyons and B Farrington, Purchasing and Supply Chain Management, 8th edition (Pearson 2012)

M Hugos, Essentials of Supply Chain Management, 3rd edition (Wiley 2011)

R Johnston, G Clark, M Shulver, Service Operations Management, 4th edition (Pearson Education Ltd 2012), ISBN 9780273740483

10. Teaching staff

(Optional – write in as required)

Philip Willson / Didier Gabin

Name of the person responsible for the module:

Alexandre Caboussat / Nicolas Montandon

Module description validated on

(Compulsory)

Module description validated by

(Compulsory)