

## 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 III  | 2017-18 |
|--|---|---------|
| Code:<br>3013  | Type of course:<br>( <i>Compulsory – 1 possible response</i> )<br><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:<br>( <i>Optional – 1 possible response</i> )<br><input type="checkbox"/> Basic module<br><input type="checkbox"/> Further studies module<br><input checked="" type="checkbox"/> Advanced module<br><input type="checkbox"/> Specialised module<br><input type="checkbox"/> Other: ... | Characteristic:<br>( <i>Optional – 1 possible response</i> )<br><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:<br>( <i>Optional – 1 possible response</i> )<br><input checked="" type="checkbox"/> Main module<br><input type="checkbox"/> Module linked to main module<br><input type="checkbox"/> Optional or subsidiary module<br><input type="checkbox"/> Other: ...                              | Time schedule:<br>( <i>Optional – multiple responses possible</i> )<br><input checked="" type="checkbox"/> Module over 1 semester<br><input type="checkbox"/> Module over 2 semesters<br><input checked="" type="checkbox"/> Spring semester<br><input type="checkbox"/> Autumn semester<br><input type="checkbox"/> Other: ... |         |

## 2. Organisation

ECTS credits : 8

Language:

(*Compulsory – multiple responses possible*)

- French  Italian  
 German  English  
 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: Project management methods

At the end of the module, the students must:

- Understand the various aspects in project management in particular while the project is in a complex environment
- Establish the link between strategy and project management
- Understand the basic elements of planning
- Develop conceptual competences in project management
- Ability to analyse key success factors in project management

Objectives for the course: Quality management

- Understand the complexity of the environment of company.
- Know to position in a logic of business management the subjects developed in detail in the other courses.

- Know the key success factors of a company.
- Know and know to apply the basic elements of the international norms ISO 9001, ISO 14001 and OHSAS 18001 used currently in the companies.
- Learn and know to apply the tools associated with the excellence's approaches.
  - Courses and practical exercises based on case studies
  - Principles of Business Excellence
  - The Process approach
  - Skills and tools to run operations according to Standards ISO 9001, 14001, 26000 and OHSAS 18001
  - Requirements of standards ISO 9001, and ISO 14001; implementation examples.
  - Requirements, skills and application tools of HS systems, specifically OHSAS 18001.
  - Integrated management systems and business awards EFQM, M BALDDRIGE.
  - Principles of sustainable management

### Objectives for the course: Business process modelling and process reengineering

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

- Analyze the business model of an organization using the Canvas
- Map business processes using standard notation
- Improve business models or processes by generating alternative solutions
- Compare performance or various solutions
- Understand the key success factor in using those approaches

## 5. Teaching and content

### Course: Project management methods

The course is based on the Project Management Institute project management framework. The content is comprised of the following elements:

- Framework from the PMI Body of Knowledge
- Case studies based on real world projects from international organisations and the computer software industry
- Project planning techniques and methods including Gantt charts
- Project management plans and project procedures

### Course: Quality management

- Lessons and practical exercises based on case studies
- Principles of business excellence management.
- The process approach (versus procedures).
- Requirement, skills and application tools of management quality systems. Costs implications.
- Requirements of standards ISO 9001, and ISO 14001; implementation examples.
- Requirements, skills and application tools of HS systems and ISO 18001.
- Requirements, skills and application tools of integrated management systems and EFQM's model.
- Principles of sustainable management.

### Course: Business process modelling and process reengineering

- Business Model Analysis
- Business Model Patterns
- Business Process
- Business Models & Process Design and Improvement
- Evaluation of Business Model and Process

**6. Assessment and validation methods***(Compulsory – write in as required)**(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.)

Course: Business process modelling and process reengineering

Final exam (individual): 33.3%

Individual project: 33.3%(grading structure according to your course)

Other work during the semester and class participation: 33.3%

**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)***Project Management Methods**

Project Management Institute, (2013) A Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th ed., Project Management Institute Inc., 14 Campus Boulevard, Newtown Square, Pennsylvania USA ISBN-13: 978-1935589679.

Additional optional reference for software case studies:

Frederick P. Brooks, Jr., (1975) The Mythical Man-Month, Anniversary ed., Addison-Wesley, ISBN-13: 978-0201835953.

**Business process modelling and process reengineering**

Business Model Generation, A. Osterwalder and Y. Pigneur, 2010, John Wiley, ISBN 978-0-470-87641-1

**10. Teaching staff***(Optional – write in as required)*

Jean-Pierre Bernhard / Emmanuel Fournier/ James Devine

**Name of the person responsible for the module:**

Alexandre Caboussat / Nicolas Montandon

**Module description validated on***(Compulsory)***Module description validated by***(Compulsory)*