

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	2017-18
Code: 3014	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 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: 6

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

(*Compulsory – write in as required*)

Objectives for the course : **Strategy Management & Business Competition Monitoring**

Rational: The goal of the course is to learn the fundamentals of how to manage organisations strategically; asking first a basic question – why do some companies succeed while others fail? The course is designed in a way which will require you to examine and integrate your previous knowledge from prior business courses (e.g. Marketing, Leadership, Entrepreneurship, Economics, Economics of competition, Business law, Finance, and Organisational behaviour etc.) and to apply these acquired knowledge/knowhow to diagnose and recommend actions appropriate to specific company situation. Hence the course will heavily focus on the analysis of case studies.

Objectives: the students should be familiar with and able to think strategically by being able to:

- understand the key aspects of strategy, what strategy really is and what it is not

- identify and understand strategic environment
- learn how to analyse resources and capabilities
- understand the organizational value chain and the value system
- developing business-level strategy options
- developing corporate level strategy options
- learn how to implement and control strategy plan
- understand the strategic context and how to develop a business plan
- identify entrepreneurial strategy and theory of innovation vs reverse innovation
- understand strategy of not-for-profit organisation
- learn the difference in formulating internationalization strategy

Objectives for the course: Entrepreneurship

The course "Entrepreneurship" aims at initiating the students to the real work of an entrepreneur by letting them apply Lean start-up methodology on a real start-up project. By this practical work, the students will be able to apply the concepts and tools being discussed in this course.

Students will learn what it's really like to build a scalable company. They will learn how to collect actionable feedbacks from real customers instead of filling a business plan with untested or biased numbers. Besides, students will benefit from the experience best practices and tools that real entrepreneurs will share with them in class.

This is a practical class, with the goal to create an entrepreneurial experience within a limited amount of time and with all the pressures and uncertainties of the real world in an early stage of a start-up.

5. Teaching and content

(Compulsory – write in as required)

Teaching Unit : Strategy Management & Business Competition Monitoring

Key Teaching Approach: The course is based on several teaching approaches, such as exercises to apply strategic thinking and tools in real company situations, group works, lectures, case study discussions and exercises, videos, academic and professional articles, and a textbook.

Key Teaching Units:

- Understanding Strategic Management
- Strategic Environment
- Analysis of Resources and Capabilities
- Business level vs Corporate level Strategy Options
- Implementation and Controlling of Strategic Plan
- Strategic Context and Developing Business Model
- Strategic Evaluation
- Not-for-Profit Strategies
- Internationalisation Strategies

Teaching Unit : Entrepreneurship

Key words: Customer Discovery – Lean Startup – Business Model- Iterations- Hypothesis – MVP – pivot – Start-up financing

Teaching method: The course will combine theory session in class and work on the field. Students will work in small groups on a real start-up project. They will regularly present their findings to the teacher, who aside from the theory sessions, will be there to guide them. Students will have to read and understand most of the theory before the class on line or in reference book chapters. Each group will progress through the steps of the methodology at the same speed and they will be asked to document their progress on an online tool. Each group will attend other group's presentations and will be required to contribute with constructive feedbacks.

At the end of the course, the student should be able to:

- Apply correctly the “Lean Start-up” methodology
- Derive the fundamental hypothesis forming a business model
- Build a coherent validation process for each hypothesis
- Define the set of decisional indicators attached to each validation process
- Decide when and if they must “pivot” or continue with the same strategy
- Assess the scalability and the viability of a product
- Perform a visual data analysis using professional tools
- Know when and for whom he/she needs to write a business plan
- Clearly present their findings to support entrepreneurs decision making

6. Assessment and validation methods

(Compulsory – write in as required)

The grading of the module shall be based on:

- A written exam; **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)

10. Teaching staff

(Optional – write in as required)

Nicolas Montandon / Aftab Khan / André Jelcic

Name of the person responsible for the module:

Nicolas Montandon

Module description validated on
(Compulsory)

Module description validated by
(Compulsory)