

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	2018-19
Code: 3014	Type of course: (Compulsory – 1 possible response) <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: (Optional – 1 possible response) <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: (Optional – 1 possible response) <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: (Optional – 1 possible response) <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: (Optional – multiple responses possible) <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**

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 formulating business strategy
- identify entrepreneurial strategy and theory of innovation vs reverse innovation
- learn the difference in formulating internationalization strategy

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

(Compulsory – write in as required)

Teaching Unit : Strategy Management

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 policy articles, and a textbook.

Key Teaching Units:

- Understanding Strategic Management
- Evaluation of strategy – what can be learnt from past "mistakes"
- Strategy in globalized world
- Strategy formulation – industry analysis, resource vs capabilities
- Internationalization Strategy
- Implementing strategy
- Formulating actionable goal based strategy
- Communication and ownership strategy
- Risks to consider and managing resistance

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

(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

a) Lynch, Richard (2015) Strategic Management, Pearson education ltd, seventh edition (ISBN: 978-1-292-06466-6)

b) Fred R David and Forest R David (2017) Strategic Management: A competitive advantage approach, concept and cases, Pearson education ltd, sixteenth edition (ISBN 10: 1-202-14849-7)

10. Teaching staff

(Optional – write in as required)

Nicolas Montandon / Aftab Khan / Mark Mason

Name of the person responsible for the module:

Nicolas Montandon

Module description validated on
(Compulsory)

Module description validated by
(Compulsory)