Module description

Field of study: Business, Management and Services
Degree course: BSc HES-SO in International Business Management
Major: N/A

Subject to the *Règlement sur la formation de base (Bachelor et Master) à la HES-SO* (R-FB hereafter) and *Regulations for the degree programme Bachelor of Science HES-SO in International Business Management* (R-IBM hereafter; collectively *program regulations* hereafter); and *Règlement d'études des filières Bachelor de la HEG* (RE-HEG hereafter).

1. Title of module — General Management II — 2026-2027

Code: 3012

Revision date / Effective date: 2026-06-30 / 2026-09-14

Equivalent to:

ECTS Credits: 8 Credits

Level:
- ☐ Basic module
- ☐ Further studies module
- ☒ Advanced module
- ☐ Specialised module
- ☐ Other: …

Type of course:
☒ Bachelor's ☐ Master's ☐ MAS ☐ DAS ☐ CAS ☐ Other: …

Characteristic:
☒ Compulsory module

Type:
- ☒ Main module
- ☐ Module linked to main module
- ☐ Optional or subsidiary module
- ☐ Other: …

Time schedule:
- ☒ Module over 1 semester
- ☐ Module over 2 semesters
- ☐ Spring semester
- ☒ Autumn semester
- ☐ Other: …

2. Organisation

Primary teaching language:

- ☒ English
- ☐ German
- ☐ Spanish
- ☐ French
- ☐ Italian
- ☐ Other: ...

Module composition

Module composed of the course units: 30121-Operations & Services; 30122-Global HR Management; 30123-International Supply Chain

Attendance:

Attendance is mandatory for all classes and other activities specified in the module description or syllabus, per art. 24 of the *RE-HEG* and unjustified absence may entail penalties. Where unjustified absence carries penalties, attendance is regularly monitored via written or digital signature, and any penalties are applied in accordance with institutional regulations.

Penalties for absences:

- ☐ Attendance at all scheduled teaching activities is mandatory and constitutes a condition for validation of the module. Students whose attendance falls below 80% of these activities are not eligible to be registered for the final examination which entails failure of the module.
- ☐ Attendance at all scheduled teaching activities is mandatory. Each unjustified absence results in a grade penalty of 0.5/6 applied to the final module grade.
- ☐ Each unjustified absence at scheduled course activities identified as mandatory or compulsory in the module description or syllabus entails a grade penalty of 0.5/6 applied to the final module grade...

☐ Absence from activities identified as mandatory or compulsory in the module description or syllabus results in the student not being entitled to receive a grade for any associated assessment.
☒ Attendance at all scheduled teaching activities contributes directly to the achievement of learning outcomes. Absences are not directly penalised. Attendance may nevertheless be monitored for pedagogical purposes.
☒ Additional details: (optional)

3. Prerequisite

☐ To have validated the module
☐ To have followed the module
☒ No prerequisite
☐ Other: …

4. Skills to be gained / general learning objectives

Operations and Services

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

Global HR Management

Forward-looking HR leaders are confidently harnessing the resources and insights that will redefine the traditional HR model and its contribution to the enterprise.
The purpose of this course is to show how the HR function can play an active role in developing people focused leaders across cultures, while leveraging new enabling technologies, robust shared processes and shared structured information.

The course will enable you to:

- Know the difference between universally effective people management approach and culture-bound behaviors and practices
- Understand the most effective human development methods for different organizational and cultural contexts
- Understand quantitative and qualitative HR performance management
- Understand the HR strategy articulation in a transnational company

This course will help you learn:

- Know how to create a global talent development strategy
- Understand best practices in HR expertise areas, including digital HR
- Recruitment/ Staffing
- Compensation & Benefits
- Talents planning, development and succession
- HR Governance and risk management
- Key process, Audit, Quality
- Deliver value on employee experience
- Create a personal development plan
- Frame an HR project involving multiple organizations and teams

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 and sustainability
- 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 unit – Operations and Services

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 the operations process
Process performance indicators
Role of technology

Unit 3: PRODUCTION CONTROL
Manufacturing planning techniques
Production control
Capacity investment decision tools

Unit 4: IMPROVEMENT
Quality management (TQM, six sigma)
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Lean and agile methods
Measuring and improving performance

Unit 5: GLOBAL MANUFACTURING ISSUES
Factory of the future
Manufacturing organization

Course unit – Global 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 unit – 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 a supply chain?
Supply chain process
What is a "good" supply chain? How to judge and measure performance.
Simulation of supply chain – serious game
Sustainable Supply Chain Management

Unit 2: DEMAND MANAGEMENT
Customer demand
Demand forecasting methods

Unit 3: SUPPLY MANAGEMENT
Planning the supply chain
Purchasing
Operational flow management (make/deliver/return)

Unit 4: GLOBAL SUPPLY CHAIN ISSUES
Trends in global supply chains

6. Assessment and validation methods

The module is calculated as follows:

☒ Further details regarding assessment and validation methods are specified in the module or course unit syllabus available on the Cyberlearn Moodle page of the module or course unit.

7. Remediation and repetition

Module repetition and remediation are governed by the *program regulations* as well as the *RE-HEG*.

Remediation

Module eligible for remediation if the overall module grade is between 3.5 and 3.9, in accordance with Art. 29 R-FB. In case of remediation, grades for continuous assessments or bonus grades are not carried over.
☐ Module composed of multiple course units evaluated individually: remediation applies exclusively to those course units for which the grade obtained is below 4.0. Remediation takes the form of an additional assessment for each course unit concerned, covering the learning objectives of that course unit, as determined by the relevant course-unit coordinator.
☒ Module consisting of a single course unit, or of two integrated course units evaluated jointly at module level: remediation takes the form of one additional assessment covering the learning objectives of the module as a whole.

Repetition

In the event of module repetition, students are required to complete the module in accordance with the following provisions: for modules comprising more than two course units, only those course units for which a grade below 5.0 was obtained must be repeated; for modules comprising one or two course units, students repeating the module must repeat all course units in their entirety, irrespective of the grades previously obtained. Grades or assessment results obtained during a previous attempt are otherwise not carried over.

☒ In case of accelerated repetition per Art 7 of the R-IBM, grades for continuous assessments are carried over.
☐ In case of accelerated repetition per Art 7 of the R-IBM, grades for continuous assessments are not carried over and are replaced as follows: (please specify).

8. Remarks

Further details regarding points 5, 6,7, 9 & 10 may be specified in a module or course unit syllabus available on the Cyberlearn Moodle page of the module or course unit.

The institution reserves the right to modify the content and organization of the module.

9. Bibliography

10. Faculty

Filename: 3012_ModuleDescr_General-Management-II_26-27_V2.docx

Faculty responsible for the module:
Christophe Hachen

Module description validated on
2026-06-30

Module description validated by
Astrid Dauverné