

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 III	2026-2027
Code: 3013	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 | ☐ French |
| ☐ German | ☐ Italian |
| ☐ Spanish | ☐ Other: ... |

Module composition

Module composed of the course units: 30131-Project Management Methods; 30132-Quality Management; 30133-Business Process Modeling, and Process Reengineering

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: to have validated the first-year assessment

4. Skills to be gained / general learning objectives

Project management methods

This course provides a practical introduction to the tools needed to manage projects, applying the project management framework provided by the Project Management Institute (PMI). Practical examples and case studies will be provided from projects at international organizations and in the software industry. The course is designed to be closely aligned with the curriculum required for professional project manager certification through the PMI.

Learning Objectives

At the end of this course, students should be able to:

- Create project management documentation for the initialisation, management and finalisation of a project according to PMI guidelines.
- Plan and schedule project phases and resources using Gantt chart methodology and apply critical path analysis.
- Respond to multiple choice questions on project management in a similar style to the PMI professional examination.

Quality management

The goal of the course is to learn the fundamentals of quality management in modern business. This course develops knowledge and understanding of quality management in contemporary business through the lens of Total Quality Management (TQM).

The objective of this course is to provide students with tools and techniques for understanding and evaluating both proactive and reactive quality management situations. Students will discuss strategic decisions in implementation of quality processes, and appropriate tactical quality management techniques.

The students should be able to critically analyze and communicate recommendations of quality centric opportunities through perspectives of:

- The customer
- Process management
- Continuous improvement
- Planning processes
- Total participation

Knowledge and understanding: Demonstrate knowledge and understanding of quality terminology, quality approaches, quality systems and quality tools. Contextualize and communicate recommendations with respect to the quality and their associated business implications.

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 Business Model 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 unit – Project management methods

Key concepts of the course are acquired through lectures, short exercises and a project that is managed in groups:

- Project knowledge areas
- Scope, cost and schedule management (3 sessions)
- Hands-on intro to PMIS software
- Project assignment
- Procurement management
- Quality management
- Anticipating and controlling project risks
- Walking through the Process groups

Course unit – Quality management

The course is based on several teaching approaches: lectures, case study discussions, group works and exercises.

Key concepts:

- Concept of Quality and the evolution of total quality management
- Example quality management systems
- New product introductions and quality
- Continuous improvement
- Customer-centric quality
- Cost of quality

Course unit – 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

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: 3013_ModuleDescr_General-Management-III_26-27_V2.docx

Faculty responsible for the module:
Christophe Hachen

Module description validated on
2026-06-30

Module description validated by
Astrid Dauverné