

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	Leadership II	2026-2027
Code: 3042	Revision date / Effective date: 2026-06-30 / 2026-09-14	
Equivalent to: 3051	ECTS Credits: 6 Credits	
Level: ☐ Basic module ☐ Further studies module ☒ Advanced module ☐ Specialised module ☐ Other: ...	Type of course: ☒ Bachelor's ☐ Master's ☐ MAS ☐ DAS ☐ CAS ☐ Other: ...	
Type: ☒ Main module ☐ Module linked to main module ☐ Optional or subsidiary module ☐ Other: ...	Characteristic: ☒ Compulsory module	
	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: 30421-Leading Multicultural Project Teams; 30422-Conflict Management and Negotiation; 30423-International Organizational Behaviour

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: please check specific attendance policy in each course syllabus.

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

Leading multicultural project teams

Understand and assimilate notions of leadership necessary in Project Management and Multicultural Project Management

At the end of the module, the students must:

- Identify and apply the various components of effective team management;
- Articulate the challenges and benefits of working with multicultural teams;
- Develop social skills and intercultural skills useful in project management;
- Leverage leadership concepts and theories to approach multicultural projects with confidence;

Conflict management and Negotiation

- Recognize the characteristics and consequences of various styles of interactions;
- Get an overview of the entire negotiation process;
- Acquire the objectivity and competence necessary to prepare and lead negotiations;
- Become sensitive to the complexity and evolution of conflicts;
- Learn about the various modes of conflict management;
- Master tools that are directly usable in daily life;
- Learn how to use effective questioning and listening techniques, verbal and non-verbal.
- Understand how to build relationships based on interest and opportunity, rather than on conflict or persuasion;

Objectives for the course: International organizational behavior

At the end of the module, the students must:

- Understand and describe contextual approaches to HR and perceive their purpose
- Identify the main principles of working and organizational psychology
- Become familiar with one's personality profile and be able to explain it
- Develop a better understanding of individual's personalities, motivations and behaviours within organisations
- Understand how an effective and successful behaviour results in critical situations
- Explain the essential components for effective communication
- Understand the importance and the impact of stress management within companies
- Identify and manage the different types of organisational and human behavior
- Know the basic concepts and the main problems related to team and work groups
- Explain the principal notions of power and leadership
- Understand motivation and how it's related to performance

5. Teaching and content**Course unit – Leading multicultural project teams**

The course is divided into the following topics:

- The fundamentals of leadership (management versus leadership)
- Team dynamics
- Effective Team Management model
- Notions of multicultural aspects in leadership
- Team effectiveness
- Team challenges: managing conflicts

The pedagogy of the course is primarily a semester-long applied project to implement the notions seen in class.

Course unit – Conflict management and Negotiation

Practical and gamified approach to conflict management & negotiation in different professional contexts.

- Teacher presentations
- Role plays and case studies
- Group exercises & presentations

International organizational behaviour

Contextual approach to HR – Introduction to labor psychology of an organization – Behavior within an organization – Dynamics of the individual (attitudes, behavior, perception, participation etc.) – Group dynamics (teambuilding, creativity, innovation etc.)

In the form of:

- Role plays and practical workshops
- Exercises and questionnaires
- Quiz
- Group presentations
- Online Personality assessment

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: oral examination (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

Astrid Dauverné, Céline Taïs, Aleksandra Jasinska

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Faculty responsible for the module:

Astrid Dauverné

Module description validated on
2026-06-30

Module description validated by
Astrid Dauverné