

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 V	2026-2027
Code: 3015	Revision date / Effective date: 2026-06-30 / 2026-09-14	
Equivalent to:	ECTS Credits: 5 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: 30151-Corporate Social Responsibility; 30152 Strategy Management

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

Corporate Social Responsibility

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

- Understand today's major societal issues and how Corporate Social Responsibility (CSR) is evolving to address them
- Identify human rights issues in the supply chain and developed a Human Rights Due Diligence Programme
- Understand how to develop a Diversity, Equity and Inclusion policy
- Plan a CSR strategy and assess a company's overall social and ecological performance

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

5. Teaching and content

Course unit – Corporate Social Responsibility

Introducing CSR and today's societal issues

Implementing CSR: CSR core concepts and strategies

Implementing CSR: Human Rights due diligence: implications for business

Implementing CSR: Assessing and developing environmental performance

Implementing CSR: The Business Case for Diversity & Inclusion in the Workplace

Course 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

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.

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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: 3015_ModuleDescr_General-Management-V_26-27_V2.docx

Faculty responsible for the module:

Aurélie Laforêt

Module description validated on

2026-06-30

Module description validated by

Astrid Dauverné