

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 and Culture	2026-2027
Code: 3151	Revision date / Effective date: 2026-09-12 / 2026-09-14	
Equivalent to: 3041	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: ... 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: 31511-Leading Yourself; 31312-Leading Across Cultures

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 policies in the respective course syllabus.

3. Prerequisite

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

4. Skills to be gained / general learning objectives

Leadership and Culture

This module centers on the human component of business. It seeks to develop self-leadership and intercultural competencies so to grow self-awareness, other-awareness and interpersonal competencies which are considered crucial for managing teams and navigating international business environments.

Leading Yourself

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

- Explain the concepts, processes, applications, and benefits of self-leadership,
- Use several self-awareness techniques, leverage self-assessment tools, and practice self-reflection regularly,
- Articulate their values, beliefs, and character strengths,
- Describe their natural personality traits, personal leadership, and inner motivations and barriers,
- Exercise self-leadership skills, resilience, and self-motivation at work and in daily life,
- Show their professional e-portfolio containing basic information and assessment tools.

Leading Across Cultures

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

- Develop self- and other-awareness by understanding the role of culture and how it shapes identity
- Understand how people from different cultures speak, communicate and perceive the world
- Compare and contrast cultures – their assumptions, norms, customs, values, behaviours and dimensions – by applying relevant frameworks and interpreting their meaning
- Recognize, name and analyze cultural dimensions with the help of tools and frameworks
- Understand the nuances and limits of cultural frameworks and how they could produce biases or stereotypes
- Evaluate the appropriateness and acceptability of certain behaviours across cultural contexts and understand which etiquette should be followed in foreign business contexts
- Identify, explain, the sources of potential intercultural misunderstandings while mediating and resolving barriers and crises
- Judge ethical decisions by considering culture as a variable
- Understand the strategic importance of cultural intelligence for companies, teams and individuals
- Enhance self-awareness in terms of bias, beliefs, and values, as well as culturally-influenced behaviours and communication styles

5. Teaching and content

Autumn semester

Course unit - Leading Yourself

This course uses professional career coaching methods to understand one's personal drivers as well as professional ambitions and encourages self-reflection in a psychologically-safe environment. Through a variety of tools and practices, such as personality quizzes, peer-to-peer discussions, introspection, journaling, creative visualization, powerful questioning and action-planning, the course creates a continuum of reflective material over 15 weeks which students can use for themselves, and which forms the basis of the Personal & Professional Report.

Spring semester**Course unit - Leading Across Cultures**

Students will learn through a combination of presentations, video-watching, case-studies, games, group work, role-plays and discussions. This approach is highly interactive and based on experiential learning.

6. Assessment and validation methods

The module will be assessed through journaling exercises (20%), Personal & Professional Report (40%) and a final exam on Intercultural competencies (40%).

☒ 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. Faculty

Leading Yourself: Astrid Dauverné, Dana Walden

Leading across cultures: Aleksandra Jasinska, Sabine Baerlocher

Faculty responsible for the module:

Astrid Dauverné

Module description validated on
2026-12-09

Module description validated by
Astrid Dauverné