

Module description

Field of study HES-SO Business, Management and Services
Degree course Master of Science in Business Administration

1 Title of module Growth strategies and exploitation 2023-2024

Code E.MScBA.390.OE41.E.23	Type of course * <input type="checkbox"/> Bachelor's <input checked="" type="checkbox"/> Master's <input type="checkbox"/> MAS <input type="checkbox"/> EMBA <input type="checkbox"/> DAS <input type="checkbox"/> CAS <input type="checkbox"/> other			
Level <input type="checkbox"/> Basic module <input type="checkbox"/> Further studies module <input checked="" type="checkbox"/> Advanced module <input type="checkbox"/> Specialised module	<table border="0"> <tr> <td>Description <input checked="" type="checkbox"/> In the case of definitive failure in a module defined as compulsory for successfully completing the course profile in question, the student shall be excluded from the degree programme, or from the faculty, if this is provided by the course regulations in accordance with Article 32 of the Regulations relating to first-cycle and second-cycle degrees (Bachelor's and Master's) at the HES-SO</td> <td>Type of module <input checked="" type="checkbox"/> Main module <input type="checkbox"/> Module linked to main module <input type="checkbox"/> Optional or subsidiary module</td> <td>Time schedule <input type="checkbox"/> Module over 1 semester <input type="checkbox"/> Module over 2 semesters <input checked="" type="checkbox"/> Spring semester <input type="checkbox"/> Autumn semester <input type="checkbox"/> Autres</td> </tr> </table>	Description <input checked="" type="checkbox"/> In the case of definitive failure in a module defined as compulsory for successfully completing the course profile in question, the student shall be excluded from the degree programme, or from the faculty, if this is provided by the course regulations in accordance with Article 32 of the Regulations relating to first-cycle and second-cycle degrees (Bachelor's and Master's) at the HES-SO	Type of module <input checked="" type="checkbox"/> Main module <input type="checkbox"/> Module linked to main module <input type="checkbox"/> Optional or subsidiary module	Time schedule <input type="checkbox"/> Module over 1 semester <input type="checkbox"/> Module over 2 semesters <input checked="" type="checkbox"/> Spring semester <input type="checkbox"/> Autumn semester <input type="checkbox"/> Autres
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2 Organisation

ECTS Value 5	Language <input checked="" type="checkbox"/> English <input type="checkbox"/> English - Chinese <input type="checkbox"/> English - Russian <input type="checkbox"/> French <input type="checkbox"/> French - English <input type="checkbox"/> French - German <input type="checkbox"/> French - German - English <input type="checkbox"/> German <input type="checkbox"/> German - English
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3 Prerequisites

- The following module(s) must have been validated
- The following module(s) must have been attended
- none
- other

Other prerequisites

4 Skills to be gained / general learning objectives

Fast-growth companies illustrate, over a short space of time, the opportunities, threats, problems and pitfalls of business growth. .

On successful completion of this course, students should be able to:

- o Explore business opportunities and their market potentials
- o Explain growth and complexity in young, fast-growing companies.
- o Identify the stages of business growth and the problems and opportunities to be managed at each stage.
- o Identify the tools and techniques needed to manage and sustain growth.
- o Understand the resources and strategies needed for a company to make the transition to a larger size.
- o Assess the influence of the entrepreneurial team on strategic decisions and company performance.
- o Develop and demonstrate better control over implementation of strategic decisions, strategic reviews and adaptation to the competitive market environments.

5 Teaching and content

Growth management/ fast growing companies:

Lectures are used in different parts of the module to outline general theories, and workshops will be utilized for more detailed examination and to deepen understanding of theories. The practice of strategizing will be pursued through an advanced project assignment. Students are expected to be well prepared and to participate actively in discussions during the workshops and different project activities. Moreover, students will take part in reporting a group assignment with both oral and written presentations.

Content

- o Growth in the development of a company.
- o Growth and scaling strategies of young companies.
- o Entrepreneurial teams in the development of a company (How entrepreneurial teams deal with growth and complexity, the influence of the entrepreneurial team on strategic decisions, identifying the causes of success or failure, team learning, team reflexivity and company performance).
- o Operational management (Integration of processes and functional competences in the value chain (Staff, R&D, Production, Finance and Controlling, Marketing).
- o Fit between strategic and operational management (The role played by the factors of time, control of the operational management through strategic decisions).

6 Assessment and validation methods

Written assignment at the end of the module (40%)
Active involvement and participation with Seedstars building bridge - individual learning report (60%)

7 Reassessment requirements *

- reassessment possible
- no reassessment

7a Reassessment requirements (if module is repeated) *

- reassessment possible
- no reassessment

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other (please specify below)

other (please specify below)

other reassessment modalities

8 Remarks

9 Bibliography

- Coad, A. and Storey, D.J., 2021. Taking the entrepreneur out of entrepreneurship. *International Journal of Management Reviews*, 23(4), pp.541-548.
- Gartner, W. and Liao, J., 2012. The effects of perceptions of risk, environmental uncertainty, and growth aspirations on new venture creation success. *Small Business Economics*, 39(3), pp.703-712.
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- Lee, C.K., Cottle, G.W., Simmons, S.A. and Wiklund, J., 2021. Fear not, want not: Untangling the effects of social cost of failure on high-growth entrepreneurship. *Small Business Economics*, 57(1), pp.531-553.
- O'Reilly, C.A. and Tushman, M.L., 2004. The ambidextrous organization. *Harvard Business Review*, 82(4), pp.74-83.
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- Von Krogh, G. and Cusumano, M.A., 2001. Three strategies for managing fast growth. *MIT Sloan Management Review*, 42(2), pp.53-61.

10 Teaching staff

Name of head of module *

Rico Baldegger & Raphaël Gaudart

Description validated on *

16.08.2023

Description validated by *

Raphaël Gaudart