

## Module description

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

### 1 **Title of module** **Strategy** **2024-2025**

<p><b>Code</b> E.MScBA.390.TC - 1.4.E.24</p> <p><b>Level</b></p> <p><input type="checkbox"/> Basic module</p> <p><input checked="" type="checkbox"/> Further studies module</p> <p><input type="checkbox"/> Advanced module</p> <p><input type="checkbox"/> Specialised module</p>	<p><b>Type of course *</b></p> <p><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</p> <p><b>Description</b></p> <p><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</p>	<p><b>Type of module</b></p> <p><input checked="" type="checkbox"/> Main module</p> <p><input type="checkbox"/> Module linked to main module</p> <p><input type="checkbox"/> Optional or subsidiary module</p>	<p><b>Time schedule</b></p> <p><input type="checkbox"/> Module over 1 semester</p> <p><input type="checkbox"/> Module over 2 semesters</p> <p><input type="checkbox"/> Spring semester</p> <p><input checked="" type="checkbox"/> Autumn semester</p> <p><input type="checkbox"/> Autres</p>
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### 2 **Organisation**

<p><b>ECTS Value</b> 5</p>	<p><b>Language</b></p> <p><input checked="" type="checkbox"/> English</p> <p><input type="checkbox"/> English - Russian</p> <p><input type="checkbox"/> French - English</p> <p><input type="checkbox"/> French - German - English</p> <p><input type="checkbox"/> German - English</p>	<p><input type="checkbox"/> English - Chinese</p> <p><input type="checkbox"/> French</p> <p><input type="checkbox"/> French - German</p> <p><input type="checkbox"/> German</p>
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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**

In this Module, students will be exposed to several theoretical and practical components along the trajectory of strategic transformation while being provided with all the necessary "up-to-speed" but at the same time "down-to-earth" tools to assess the personal and organizational strategic leadership and cultural elements conducive to sustainable, global and impactful strategy development.

Students who successfully complete this module will be able to:

- Develop an in-depth understanding of the fundamental concepts of strategic management and apply them to complex and uncertain cases.
- Formulate and implement strategies that consider the company's internal strengths and weaknesses as well as external opportunities and threats.
- Manage the impact of strategic options on the company's performance
- Ensure that decisions taken at all levels of the organization contribute consistently to the achievement of long-term objectives
- Critically evaluate the role of organizational culture and structure in implementing corporate and business area strategies.
- Identify and define strategies to pursue business opportunities and their market potential/scalability worldwide.
- Understand the various stages of strategic growth and the problems and opportunities to be managed in each stage.
- Recognize the increasing strategic complexity of the growing enterprise and the associated decisions that need to be made.
- Learn tools and techniques needed to make strategic decisions, sustain growth, and develop a growth mindset.

Additional:

- Critically analyze a variety of leadership and management styles in the context of the dynamics of a transforming organization.
- Communicate proficiently in professional practice to various audiences and function as an effective member or leader of a diverse team.

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## 5 Teaching and content

This interactive module integrates live case studies and concentrates on developing strategic thinking and a growth mindset to lead and manage an enterprise as it moves through stages of growth and innovation. The dynamics of growth that need to be managed, with a particular emphasis on managing human capital, and the appreciation of the power of organizational culture in strategic management are key.

Content:

- Complexity of the environmental context and strategic decision
- Business opportunities and their market potential
- Stages of business growth and the problems and opportunities to be managed in each stage
- Tools and techniques needed to manage and sustain growth
- Importance of branding in the strategic process
- Characteristics of strategic decisions versus operational management
- Diagnose strategic capability utilizing value chain analysis, activity mapping, benchmarking, and SWOT analysis.
- Development of strategic capabilities of organizations
- Identification of strategic business units in organizations
- Basics of achieving competitive advantage and core competence
- Challenges in strategy development; intended and realized strategy and learning organization in uncertain and complex conditions
- Impact of the organizational and cultural context for strategy implementation

## 6 Assessment and validation methods

Reflective Learning Journals (35%), Individual Case Study Report (25%), Group Case Presentation and Report (40%)

## 7 Reassessment requirements \*

- reassessment possible
- no reassessment
- other (please specify below)

*other reassessment modalities*

## 7a Reassessment requirements (if module is repeated) \*

- reassessment possible
- no reassessment
- other (please specify below)

## 8 Remarks

## 9 Bibliography

## 10 Teaching staff

**Name of head of module \***  
 Rico Baldegger

**Description validated on \***  
 23.08.2024

**Description validated by \***  
 Camille Magron