

COURSE DESCRIPTIONS

Individual course descriptions can be found on the following pages categorised by language of instructions. If the course description you are looking for is not found in this document, please contact us by email to request for it



ENGLISH



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree program:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main options, S-C
Course description:	Applied Corporate Finance
Instructor:	Tuchs Schmid Nils
Number of lessons:	60
Number of students:	unlimited
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	Students will <ul style="list-style-type: none">• be familiar with the basic concepts of corporate finance including the company's financing options• be able to analyze and to select investment projects• be able to estimate the cost of capital of a company• understand the principle of real options embedded into many investment projects and understand how the latter can affect the investment decision making process• understand the motivations for mergers, acquisitions or takeovers; analyze and understand the working of the market for corporate control
Content and form of instruction:	Basic concepts Time value of money; Financial markets and financial assets, Capital structure; Corporate governance and agency costs (bond holders vs. equity holders) Capital Budgeting Cost of capital estimation; Selection criteria, Cash flow calculation and financial projections; Budgeting, investment and financing decisions Real Options Introduction to derivatives; Option valuation; Real Options and investment decisions



	Merger, Acquisition and Takeover Tender offers and shareholders' role; the free-rider problem; Introduction to the markets for corporate control. The motives for mergers, acquisitions and takeovers; Takeover bids, means of payment and strategy
Examination and validation procedures:	Group presentation (case study) and an individual test (open book)
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Every Thursday during the Spring semester from 13:45 to 17:05



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main options, S-C
Course description:	Banking & Insurance
Instructor:	Tuchs Schmid Nils
Number of lessons:	60
Number of students:	unlimited
Prerequisites:	
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	On successful completion of this course, students will be able to understand the key role of banks in the economic system, the different business models and the regulation standards. After a descriptive overview of the insurance sector, special attention will be devoted to the Swiss social insurance system.
Content and form of instruction:	This course provides an introduction to the principles of banking. It examines the issues that come under the broad heading of principles of banking. First, it explains the key economic reasons used to justify the existence of financial intermediaries (and specifically banks). Second, it presents the typical financial structure of the latter, the different markets, products and business models. It also investigates the special nature of banking. An overall description of insurances will be provided. Then the course will focus on the swiss social insurance system.
Examination and validation procedures:	Case study group presentation and an individual test (open book)
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Every Thursday during the Autumn semester from 13:00 to 16:20



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary option, S-C
Course description:	Data Science for Business Intelligence
Instructor:	Leonardo Angelini Silacci Alessandro
Number of lessons:	8
Number of students:	Max. 30
Prerequisites:	Course on statistics
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<ul style="list-style-type: none"> • Understand the data science process and its usefulness in a business environment. • Learn what “Big Data” is and its influence on the future of business • Learn to assess and compare models based on adequate fit measures. • Learn the fundamentals of data modelling and machine learning based analytics in RapidMiner Studio <u>without coding</u>. •
Content and form of instruction:	<ul style="list-style-type: none"> • Videorecording lecture and powerpoint slides • Interactive quizzes in class led by the instructors • Hands-on, “Travail dirigé”, for the use of data analysis tools • Provision of optional extra material as multimedia content.
Examination and validation procedures:	Written exam with open/closed questions. Language: English.
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other



Course dates and times:	Monday 04.03.2024 from 17.15 to 20.30 Monday 11.03.2024 from 17.15 to 20.30 Monday 18.03.2024 from 17.15 to 20.30 Monday 25.03.2024 from 17.15 to 20.30 Monday 08.04.2024 from 17.15 to 20.30 Monday 15.04.2024 from 17.15 to 20.30 Monday 22.04.2024 from 17.15 to 20.30 Monday 29.04.2024 from 17.15 to 20.30
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COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main Options, Digital Business
Course description:	<p>Circular Economy Business Models</p> <ul style="list-style-type: none">• Understanding the characteristics of the circular economy• Determine the strategic potential for success of the circular economy in accordance with digital tools (big data, blockchain etc.)• Describe its importance in the context of business development by using digitized processes• Explain and apply the basic ideas of the circular economy• Recognize the potential applications of the circular economy of products and services such as sharing or gig economy<ul style="list-style-type: none">○ Introduction to the circular economy○ UN Sustainable Goals○ Models of the circular economy7<ul style="list-style-type: none">▪ The linear economic model, circular economy▪ Cradle to Cradle®, Circular Design, Design Circular○ The 7 Rs of the Circular Economy○ Sustainability as a business model○ Policy and circular economy
Instructor:	Alfred Mürger / Maurizio Caon / according to the themes third party teachers may be included
Number of lessons:	60
Number of students:	Max. 30
Prerequisites:	-
Main language of instruction:	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<ul style="list-style-type: none">• Obtain greater knowledge of the leadership of companies, teams and employees in the context of Circular Economy• Learn to apply different circular economy business models by using digital tools
Content and form of instruction:	<ul style="list-style-type: none">• Interactive lesson led by the instructor.• Ev. Mandatory online lessons counted as part of workload.• Powerpoint slides for visual support during class.• Provision of optional extra material as multimedia content.
Examination and validation	Written exam with open/closed questions or written report.



procedures:	Language: English
Language credits for a multilingual course of study:	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other Description:
Course dates and times:	Every Friday Afternoon Fall-Semester



COURSE DESCRIPTION

CORPORATE RISK MANAGEMENT (CRM)

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary option, S-C
Course description:	Corporate Risk Management (CRM)
Instructor:	Tuna Oez, MBA in International Affairs
Number of lessons:	30
Number of students:	Unlimited
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<ul style="list-style-type: none">- Understand the corporate risk management concepts, approaches, methods and techniques.- Students will learn the basics of risk management, through immediately applicable tools in an organization.- Students will learn to set corporate objectives, KPIs, identifying all risks involved as well as analyzing all risks through quantitative and qualitative analysis as per best practices.- Overall expectation is to develop critical decision making by constantly challenging students.- This is a very dynamic, intense and high demanding course.- The course is intended to those who wish to pursue a career in a leadership position, to build their own company or to acquire a key knowledge for decision making.
Content and form of instruction:	<ul style="list-style-type: none">- Theory- Exercises- Scenarios- Individual and group work- Videos- Real-time risk management
Examination and validation procedures:	<ul style="list-style-type: none">- Individual pre-course work/assignments (20%)- Class assignments and participation (30%)- Individual post-course work/assignments (50%)



Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Wednesday 21.02.2024 from 17.15 to 20.30 Wednesday 28.02.2024 from 17.15 to 20.30 Wednesday 06.03.2024 from 17.15 to 20.30 Wednesday 13.03.2024 from 17.15 to 20.30 Wednesday 20.03.2024 from 17.15 to 20.30 Wednesday 27.03.2024 from 17.15 to 20.30 Wednesday 10.04.2024 from 17.15 to 20.30 Wednesday 17.04.2024 from 17.15 to 20.30



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main options, Digital Business
Course description:	Digital Leadership <ul style="list-style-type: none">• Digital Transformation<ul style="list-style-type: none">○ Digital Economy & Society○ Ecosystems○ Change Management○ Future of Work○ Ethics○ Challenges for the strategic management○ Social Impacts○ Intellectual Property○ Data Privacy○ Leadership in the digital age○ Digital process management
Instructor:	Alfred Münger / Maurizio Caon / according to the themes third party teachers may be included
Number of lessons:	60
Number of students:	Max. 30
Prerequisites:	-
Main language of instruction:	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other Description:
Teaching aims / General learning aims:	<ul style="list-style-type: none">• obtain greater knowledge of the leadership of companies, teams and employees in the context of Digitalization• learn to apply different styles of leadership in different leadership situations
Content and form of instruction:	<ul style="list-style-type: none">• Interactive lesson led by the instructor.• Ev. Mandatory online lessons counted as part of workload.• Powerpoint slides for visual support during class.• Provision of optional extra material as multimedia content.



Examination and validation procedures:	Written exam with open/closed questions or written report. Language: English
Language credits for a multilingual course of study:	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other Description:
Course dates and times:	Every Friday Morning Fall-Semester



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main options, Digital Business
Course description:	Digital Marketing
Instructor:	Lukas Schneuwly
Number of lessons:	60
Number of students:	Max. 30
Prerequisites:	-
Main language of instruction:	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other Description:
Teaching aims / General learning aims:	<ul style="list-style-type: none">• Multichannel Marketing<ul style="list-style-type: none">○ Multichannel Campaigns○ Marketing via Social Media○ Mobile Marketing○ Digital Customer Experience○ SEO/SEA○ Digital Marketing Platforms○ Shitstorm & Reputation Campaigns○• E-Business<ul style="list-style-type: none">○ E-Commerce○ E-Supply Chain
Content and form of instruction:	<ul style="list-style-type: none">• Interactive lesson led by the instructor.• Ev. Mandatory online lessons counted as part of workload.• Powerpoint slides for visual support during class.• Provision of optional extra material as multimedia content.
Language credits for a multilingual course of study:	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other Description:
Course dates and times:	Every Friday Afternoon Spring-Semester



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary options, S-C
Course description:	Ethics & Enterprise
Instructor:	Eric Maeder
Number of lessons:	30
Number of students:	Max. 25
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<p>Companies today are facing ever more important ethical challenges: trust in new technologies and the digitalization of services, the fight against all forms of discrimination in the workplace, respect for human rights in purchasing policy or the supply chain, consumers' expectations in terms of sustainability, fair marketing or advertising.</p> <p>By the end of the semester, students should be able:</p> <ul style="list-style-type: none">• To recognize ethical issues, develop an ethical solution framework and design ethical processes• To implement ethical values (trust, fairness, diversity, respect of human rights in the supply chain) in management, HR or marketing and to prevent any type of discrimination or conflict of interest in the workplace.• To understand the purpose and content of codes of conduct and what ethical professional behavior means.• To grasp the ethical issues at stake in emerging technologies (big data and privacy, AI and robotization, biotechnologies, etc.).



Content and form of instruction:	<ul style="list-style-type: none">• Introduction to ethics, values and principles• What is business ethics? Managing ethics in any type of organization. How to prevent discrimination or biases in management or marketing?• Organizational ethics and codes of conduct. Understanding ethical professional behavior and nature of conflict of interest• Ethics of emerging technologies ethics
Examination and validation procedures:	Assignments during the semester
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Friday 22.03.2024 / 17.15 to 20.30 Saturday 23.03.2024 / 8.35 to 11.55 and 13.00 to 16.20 Friday 26.04.2024 / 17.15 to 20.30 Saturday 27.04.2024 / 8.35 to 11.55 and 13.00 to 16.20 Friday 24.05.2024 / 17.15 to 20.30 Saturday 25.05.2024 / 8.35 to 10.35



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main options, S-C
Course description:	Financial Valuation and Investment Strategy
Instructor:	Tuchs Schmid Nils
Number of lessons:	60
Number of students:	unlimited
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	On successful completion of this course, you will be able to <ul style="list-style-type: none">- to understand the basic risk mechanisms underlying the main traditional investments,- to formulate an investment strategy- to understand the importance of the strategy in the investment process,- to know the different possible investment approaches,- to understand the importance of the implementation process of investments.
Content and form of instruction:	<p>The objective of this course is to provide students with the necessary tools to formulate an investment strategy, to determine an investment approach and to evaluate the different possibilities of implementing the investments. Before to address these important questions, the first part will be dedicated to present/to review the main risk characteristic of traditional individual investments like bonds and equities.</p> <p>The orientation of this course aims to be resolutely practical. About 50% will be dedicated to practical exercises, realized by means of Excel.</p>
Examination and validation procedures:	Group assignment and an individual test (open book)



Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Every Thursday during the Spring semester from 08:35 to 11:55



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main options, Digital Business
Course description:	Fintech & Blockchain
Instructor:	Maurizio Caon/Nils Tuchschnid
Number of lessons:	60
Number of students:	Max. 30
Prerequisites:	-
Main language of instruction:	<input checked="" type="checkbox"/> English
Teaching aims / General learning aims:	<p>Fintech</p> <ul style="list-style-type: none"> - Finance and digitalization : an introduction <ul style="list-style-type: none"> - The (news) Economics of Information - Mobile technology, BI, Big data and cloud computing, ... - Digitalization, finance and the job market - The example of robo advisors - Sharing economy and financing <ul style="list-style-type: none"> - Sharing or gift economy - Platform, peer-to-peer exchange and crowd-based capitalism - The traditional financing options : pros and cons - Crowdfunding and crowdfunding platforms : the new competitors ? - Fintech <ul style="list-style-type: none"> - Fintech : a brief introduction - The example of Robo Advisors - The value chain of finance advice - Financial markets and portfolio construction : a brief introduction - Robo advisors : a real threat ? - Blockchain and cryptocurrencies <ul style="list-style-type: none"> • The role of money • Currencies and cryptocurrencies • Investing in cryptocurrencies : the example of bitcoin



	<p>Blockchain</p> <ul style="list-style-type: none">– Introduction to the basic principles of the technical structure of the Blockchain technology and develop the competences to reason on its functioning leveraging the advantages while being aware of its limits.– Providing understanding of how legal framework works for business based on Blockchain with particular reference to the Swiss and US systems.– Building the competences for creating new business models that are opportune for business based on Blockchain.– Providing the understanding of pros and cons of cryptocurrencies and the associated risks.– Building competences for the creation of a business leveraging the Blockchain characteristics.
Content and form of instruction:	<ul style="list-style-type: none">• Interactive lesson led by the instructor.• Ev. Mandatory online lessons counted as part of workload.• Powerpoint slides for visual support during class.• Provision of optional extra material as multimedia content.
Examination and validation procedures:	3 mandatory assignments + 2 written exams with open/closed questions. Language: English but with possibility to answer in mother tongue.
Language credits for a multilingual course of study:	<input checked="" type="checkbox"/> English
Course dates and times:	Every Friday Afternoon Fall-Semester



DESCRIPTIF DE COURS

Nom école/site:	HEG Fribourg
Domaine	Economie et Services
Filière	Bachelor en économie d'entreprise (plein temps et en emploi)
Orientation	--
Intitulé du cours	Fundamentals of sustainable business & management I
Intitulé du module	Options principales, S-C
Professeur/e	Houmard Laurent Divers intervenants
Nombre de leçons	60
Nombre d'étudiants	Max. 20
Prérequis	-
Langue principale d'enseignement	<input checked="" type="checkbox"/> Français <input checked="" type="checkbox"/> Anglais
Compétences visées/ Objectifs généraux d'apprentissage	<p>Depuis quelques années maintenant, les défis liés aux enjeux climatiques, écologiques et socio-économiques sont devenus centraux dans les agendas des politiques publiques internationales et nationales. Dans ce contexte, le désir de créer une économie mondiale plus inclusive et durable s'est avéré être l'un des dénominateurs communs dans la conception et le lancement des 17 objectifs de développement durable (ODD) en 2015. L'accent mis sur la création d'opportunités économiques pour relever les défis mondiaux en matière de durabilité implique que les entreprises doivent jouer un rôle important dans la mise en œuvre des 17 ODD. L'objectif des ODD de créer une économie responsable et plus inclusive implique que la réglementation seule ne pourra pas sauver la planète ; il faut investir dans des solutions innovantes qui permettent de relever efficacement les défis environnementaux et sociaux. Cette conception de la durabilité est formulée dans l'Agenda pour le développement durable (Agenda 2030), conçu pour mettre en œuvre les 17 ODD et unir les forces pour réaliser ce plan d'action en faveur des personnes, de la planète et de la prospérité.</p>

	<p>Compétences visées Outre des compétences techniques, la capacité à agir dans le domaine de la durabilité nécessite les compétences suivantes:</p> <ul style="list-style-type: none"> • Elaborer un savoir en durabilité en intégrant de nouvelles perspectives de façon ouverte sur le monde • Acquérir des connaissances interdisciplinaires en disposant d'aptitudes professionnelles nécessaires au management et à la prise de responsabilité • Être en mesure d'identifier et d'évaluer les risques, les dangers et les incertitudes et les opportunités • Pouvoir prendre en compte des objectifs contradictoires lors d'une réflexion sur des stratégies d'action <p>A la fin du cours, les étudiants</p> <ul style="list-style-type: none"> • Connaissent les termes, concepts et modèles relatifs au développement durable comme la durabilité faible et forte • Décrivent et analysent à l'aide d'exemples concrets les différents enjeux de la durabilité dans le domaine de l'économie • Comprennent et dérivent la notion de la responsabilité sociale de l'entreprise (RSE) et expliquent les critères d'évaluation de l'intégration ou non de la durabilité en entreprise (indicateurs – audit) • Sont capables d'appliquer des outils permettant d'évaluer et améliorer la performance globale - sociale, environnementale et économique - de l'entreprise et le long de sa chaîne de valeur
<p>Contenu et formes d'enseignement</p>	<p>1) Enjeux sociétaux et concept du développement durable</p> <ul style="list-style-type: none"> • Fresque du climat : Systémique des enjeux • Problématiques et défis planétaires : changement climatique, ressources naturelles, biodiversité, etc. • Historique du développement durable et les 17 ODDs <p>2) Politiques publiques et enjeux économiques</p> <ul style="list-style-type: none"> • Agenda 2030 et la stratégie de la Confédération Suisse • Approches économique et sociale: théorie du Donut (K. Raworth), les limites à la croissance (D. Meadows) <p>3) Analyse et contexte de l'entreprises</p> <ul style="list-style-type: none"> • Entreprise en tant qu'acteur de la durabilité et intégration du management durable en entreprise • Contextualisation de l'approche RSE dans la société actuelle : besoins, freins et accélérateurs. De la durabilité 1.0 à 3.0. • SDG 8 et les entreprises • Sustainable business model - innovation



	<p>4) Sustainable management : diagnostique performance</p> <ul style="list-style-type: none">• Analyse de la performance environnementale et sociale (KPI)• Analyse ESG et mesure des impacts• Bilan carbone – théorie et exemple pratique Conduire un diagnostic bilan carbone en entreprise• Science based Targets initiative – zero net• Analyse de la chaîne de valeur dans le contexte du développement durable y inclus des questions éthiques (droits humains) <p>5) Evaluation RSE/ESG d'une entreprise</p> <ul style="list-style-type: none">• Initiatives nationales en durabilité (STI) et référentiels/ normes associés à la durabilité (ISO, BCorp, etc.)• Techniques de réalisation d'un audit en entreprise• Connaissance des outils d'évaluation de la performance : Ok pilot, ESG2go, BCorp, Ecovadis, etc. <p>NB : Les contenus peuvent subir des modifications, notamment en fonction de l'évolution de l'actualité et du temps disponible.</p> <p>Forme d'enseignement : Présentation des concepts et théorie Approche interdisciplinaire et par résolution de problème Etude de cas et intervention de praticiens et d'experts</p>
Modalités d'évaluation et de validation	Analyse de la Durabilité d'une entreprise Réalisation d'un travail en groupe: analyse d'une entreprise en termes d'intégration de la durabilité et rédaction d'un dossier et présentation (Evaluation en groupe et aussi individuel du module).
Validation linguistique pour les études plurilingues	<input checked="" type="checkbox"/> Français <input checked="" type="checkbox"/> Anglais
Dates et heures de cours	Tous les vendredis matin de 8h35 à 11h55 du semestre d'automne



DESCRIPTIF DE COURS

Nom école/site:	HEG Fribourg
Domaine	Economie et Services
Filière	Bachelor en économie d'entreprise (plein temps et en emploi)
Orientation	--
Intitulé du cours	Fundamentals of sustainable business & management II
Intitulé du module	Options principales, S-C
Professeur/e	Houmard Laurent Divers intervenants
Nombre de leçons	60
Nombre d'étudiants	Max. 20
Prérequis	Avoir suivi le cours Fundamentals of Sustainable business & management I
Langue principale d'enseignement	<input checked="" type="checkbox"/> Français <input checked="" type="checkbox"/> Anglais
Compétences visées/ Objectifs généraux d'apprentissage	<p>Cette unité de cours est la suite du cours Fundamentals of Sustainable business & management I. Il met l'accent sur les enjeux d'intégration des défis sociétaux dans l'organisation en termes éthique et de gouvernance, la gestion durable des ressources humaines et les défis d'une communication environnementale cohérente.</p> <p>Objectifs d'apprentissage :</p> <ul style="list-style-type: none">• Acquérir des connaissances interdisciplinaires en disposant d'aptitudes professionnelles nécessaires au management et à la prise de responsabilité• Être en mesure d'identifier et d'évaluer les enjeux éthiques, de ressources humaines et de gouvernance au sein d'une entreprise• Comprendre les enjeux de communication environnementale et de gestion des achats responsables
Contenu et formes d'enseignement	1) Ethique et gouvernance des organisations <ul style="list-style-type: none">• Gouvernance éthique, transparence• Conformité légale et risque• Etude de cas• Outils de gestion au niveau de la corruption (ISO 37001)



	<p>2) Gestion durable et développement des ressources humaines</p> <ul style="list-style-type: none">• Conditions de travail, égalité des chances et discrimination• Santé et sécurité au travail• Dialogue social <p>3) Communication environnementale</p> <ul style="list-style-type: none">• Information aux clients consommateur• Greenwashing et risques liés à la communication• Rapports environnementaux et sociaux : bonnes pratiques <p>4) Gestion des achats responsables</p> <ul style="list-style-type: none">• Méthode d'évaluation des besoins en achats• Quels critères introduire pour acheter durablement• Quelles politiques d'achats mettre en place <p>NB : Les contenus peuvent subir des modifications, notamment en fonction de l'évolution de l'actualité et du temps disponible.</p> <p>Forme d'enseignement : Présentation des concepts et théorie Approche interdisciplinaire et par résolution de problème Etude de cas et intervention de praticiens et d'experts</p>
Modalités d'évaluation et de validation	Examen individuel ou en groupe sous forme de contrôle continu Rédaction d'un rapport final et soutenance sur une des thématiques vus durant le semestre
Validation linguistique pour les études plurilingues	<input checked="" type="checkbox"/> Français <input checked="" type="checkbox"/> Anglais
Dates et heures de cours	Tous les vendredis matin de 8h35 à 11h55 au semestre de printemps



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Major options, S-C
Course description:	Intercultural Management
Instructor:	Ayer Jean-Marie
Number of lessons:	60
Number of students:	unlimited
Prerequisites:	Good English knowledge
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<p>Intercultural management is concerned with the challenges and dilemmas that arise when people from different cultures work together and how culture influences how people cope with and resolve various problems.</p> <p>This course addresses different work-related situations where cultural differences play an essential role: negotiation, marketing, human resources recruitment and management, working abroad, organization settings, mergers and acquisitions. It course will enable you to acquire essential skills to operate in a global world by addressing these different aspects.</p> <p>You will learn to recognize and understand different thinking patterns, values, communication, negotiation, and leadership styles to be effective in multi-cultural environments. Participation in this course is also an excellent way to improve your soft skills, which are becoming more and more important for a career in management.</p>
Content and form of instruction:	Theoretical part The course will present different models that explain cultural differences and their impact on business life. This part also includes e-simulations and cases (e.g. in the field of mergers and acquisitions, employee recruitments, expatriates, etc.).



	<p>Discussion with professionals During the course, we will also have many discussions with professionals who will share with the course participants their vast experience in different parts of the world.</p> <p>The X-culture projet The X-Culture project is an exciting international virtual project designed to complete a business challenge in a global virtual team. Together with your global virtual team, you will work on a business proposal for a company looking to expand abroad.</p>
Examination and validation procedures:	2 written exams during semester + class participation mark => 60% X Culture-Project => 40%
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Every Monday morning of the Spring semester from 8.35 to 11.55



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main options, Digital Business
Course description:	Managing Emerging Technologies
Instructor:	Maurizio Caon
Number of lessons:	60
Number of students:	Max. 30
Prerequisites:	-
Main language of instruction:	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<ul style="list-style-type: none">• Emerging Technologies<ul style="list-style-type: none">○ Virtual & Augmented Reality○ Artificial Intelligence○ IOT• Innovation Management<ul style="list-style-type: none">○ Strategies & Trends○ Disruptive innovation○ Digital Business Models○ Design Thinking• Digital Project Management<ul style="list-style-type: none">○ Project Life Cycle○ System Development Life Cycle○ Agile program management○ Scrum• Law• Case study
Content and form of instruction:	<ul style="list-style-type: none">• Interactive lesson led by the instructor.• Ev. Mandatory online lessons counted as part of workload.• Powerpoint slides for visual support during class.• Provision of optional extra material as multimedia content.



Examination and validation procedures:	Written exam with open/closed questions and written report (business case). Language: English but with possibility to answer in mother tongue.
Language credits for a multilingual course of study:	<input checked="" type="checkbox"/> English <input type="checkbox"/> Other Description:
Course dates and times:	Every Friday Morning Spring-Semester



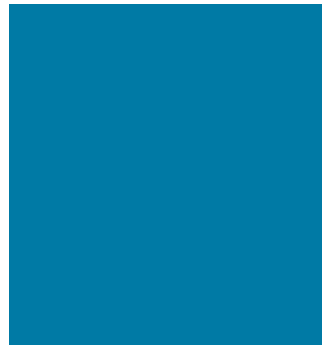
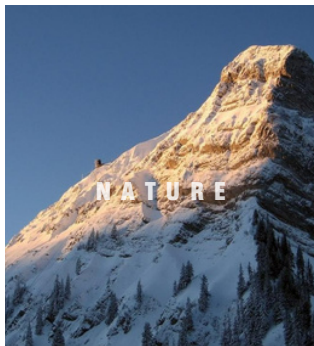
COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary options, S-C
Course description:	Neuro-Marketing Fundamentals
Instructor:	Norré Bart
Number of lessons:	30
Number of students:	Max. 25
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<p>According to prof. G. Zaltman of the Harvard University 95% of human decisions are nonconscious. Time has come to get a better understanding of how this influences human behavior and decision making.</p> <p>Students will</p> <p>Learn basic concepts of the brain</p> <p>Understand how the nonconscious part of the brain is involved in the decisions of customers</p> <p>Understand the underlying processes of the non-conscious part of the brain</p> <p>Understand the role and importance of emotions in the decision-making process of consumers</p> <p>Be able to observe advertisements and qualify to which degree they are compatible with the nonconscious part of the brain</p>
Content and form of instruction:	<p>Methodology</p> <p>An optimal mix of theory, use case video's, experiments and practical exercises.</p> <p>Theory</p> <p>What is neuromarketing and how is it positioned towards traditional marketing?</p> <p>Basic notions of the concept of the brain</p> <p>The new paradigm of the decision-making process</p> <p>Emotions and their role in the decision making process</p>



	Laws and processes of the non-conscious mind Practical sessions Students will learn to work with the NeurOrchestra™ observation tool and prepare a groupwork based on this tool a analysis of two advertisements
Examination and validation procedures:	Multiple Choice Test and group assignment
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Course a): Monday 18.09.2023 from 13.45 to 17.05 Monday 25.09.2023 from 13.45 to 17.05 Monday 02.10.2023 from 13.45 to 17.05 Monday 09.10.2023 from 13.45 to 17.05 Monday 16.10.2023 from 13.45 to 17.05 Monday 30.10.2023 from 13.45 to 17.05 Monday 06.11.2023 from 13.45 to 17.05 Monday 13.11.2023 from 13.45 to 17.05 Course b): Monday 18.09.2023 from 17.15 to 21.00 Monday 25.09.2023 from 17.15 to 21.00 Monday 02.10.2023 from 17.15 to 21.00 Friday 06.10.2023 from 17.15 to 20.30 Monday 09.10.2023 from 17.15 to 21.00 Friday 13.10.2023 from 17.15 to 20.30 Monday 16.10.2023 from 17.15 to 21.00

JUNE 24 - JULY 19, 2024



SUMMER SCHOOL

ENTREPRENEURSHIP INNOVATION & GLOBAL PURPOSE



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg // University of Applied Sciences and Arts Western Switzerland
Field of study:	Economics and Services
Degree program:	Bachelor/Master in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary options, S-C
Course description:	Summer school " Entrepreneurship, Innovation and Global Purpose. " Module 1: Discovering Entrepreneurship and Innovation
Instructor:	Professor Ph.D., Rico J. Baldegger , Dean School of Management Fribourg (HEG-FR) Full Professor UAS/Head of Industry Liaison and R&D, Fritz Jürgen Associate Professor Raphael Gaudart , Head Msc Program Entrepreneurship, HEG-FR Associate Professor Pascal Wild , HEG-FR Professor Bart Norré , CEO & Co-founder TM Tandem Marketing Professor Nils Tuchschnid , Director of the Institute of Finance, HEG-FR Robert Faessler , GFC Consultant, CH Laurent Lecamp , CEO of Montblanc Switzerland Chris Gmuer , Leonteq, Zurich, CH Adjunct Professor, Dr. Heather Cairns-Lee , IMD Lausanne, Switzerland
Number of lessons:	60 periods
Number of students:	Max. 30
Prerequisites:	Completed at least 4 semesters of Bachelor Studies
Description:	<p>The Summer School in Discovering Entrepreneurship and Innovation is a two-week program designed for Swiss and international Undergraduate and Graduate students.</p> <p>During these two exciting and challenging weeks, participants will engage in real-life business problems, attend lectures, discuss case studies, explore the Swiss entrepreneurial ecosystem and discover their own entrepreneurial vision; participants will establish networks with people from all over the world.</p> <p>They will interact with the instructors as well as with business practitioners (company executives). They will use modern learning resources (case studies, lean-canvas, neuro-marketing, global trend..) and gather feedback on their idea to develop a solid concept.</p> <p>The course is particularly aimed at students who wish to develop a new business idea.</p> <p>A particular integrated 3-days program will also take an exclusive first-hand look at the Swiss and international luxury industry from a marketing, sales, and financial perspective.</p>



Teaching aims / General learning aims:	<ul style="list-style-type: none">• To learn and use a systematic model of visionary thinking to design entrepreneurial activity systems.• Introduce students, from a practical perspective, to business problems and challenges in order to get acquainted with actual business situations, problem identification, and problem solving approaches in an international environment.• Identifying business opportunities and establishing the support structure needed to translate their ideas into action.• support students toward the preparation of demos/pitch of their business ideas• Work in international teams exploring their group potential and intercultural skills.
Content and form of instruction:	<p>The Summer School Entrepreneurship and Innovation is an intensive two-week program taught by experienced lecturers and entrepreneurs from around the world.</p> <p>The courses are designed to be highly interactive and academically challenging, with a strong focus on applied management; each module will see field trips to different Swiss companies related to the program topic. Students will be presented with the knowledge, tools, and conceptual framework for thinking and acting successfully in an entrepreneurial environment. Students also apply the knowledge and skills acquired in a practical actual start-up project.</p> <p>TOPICS: Entrepreneurial mindset Art of enduring: The BAARE philosophy Business Model Navigator Lean-startup Philosophy Lean Canvas Model Pitch and strategy Business opportunities for real projects</p>
Examination and validation procedures:	<p>60% Group assignment/presentation 20% Individual assignment 15% Student engagement 5% Attendance</p> <p><i>A minimum attendance rate of 80% is required for a passing grade.</i></p>
Language credits for a multilingual course of study:	<p><input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other</p>



	Description: <i>This program is entirely in English.</i>
Course dates and times:	From Monday to Friday (Morning and Afternoon) from 24.06.2023 to 05.07.2023

1. Readings

- Aulet, B. (2013). *24 steps to a successful startup*, First edition, Wiley
- Baldegger, R./Julien, P.-A. (2010). *Entrepreneurship*, Springer/Gabler.
- Baron, R.A. (2018): *Essentials of Entrepreneurship*, Second Edition, Edward Elgar Pub
- Blank, St. (2013). *The four steps to the Epiphany*, fifth Edition, K&S Ranch
- Blank, S. & Dorf, B. (2012). *The Startup Owner's Manual*, Pescadero. K&S Ranch Press
- Gassmann, O., Frankenberger, K., & Csik, M. (2014). *The business model navigator: 55 models that will revolutionise your business* (1st ed.). Upper Saddle River, NJ: FT Press.
- Gassmann, O., Frankenberger, K., & Choudury, M. (2020). *The Business Model Navigator: The strategies behind the most successful companies* (2nd ed.). Upper Saddle River, NJ: FT Press.
- Gruber, M., Tal S. (2017). *Where to play: 3 steps for discovering your most valuable market opportunities*, (1st Ed.). Pearson Education Limited, FT publishing
- Hisrich R. D., (2016). *International Entrepreneurship*, third edition, Sage publications.
- Kawasaki, G. & Filby, L. (2015). *The art of the start 2.0: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*. Portfolio
- Kim, W. Ch., Mauborgne, R. (2005). *Blue Ocean Strategy*, Harvard Business School Press.
- Neck H.M., Neck C.P., Murray E.L. *Entrepreneurship, The practice and Mindset*, 2nd edition, Sage
- Maurya A. (2012). *Running Lean: Iterate from Plan A to a Plan That Works*. O'Reilly
- Osterwalder, A., Pigneur, Y. (2010). *Business Model Generation*, 2nd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey.
- Ries, R. (2011). *The Lean Startup*. Crown Business New York, NY.



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg (HEG-FR)/University of Applied Sciences and Arts (HES-SO)
Field of study:	Economics and Services
Degree programme:	Bachelor/Master in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary options, S-C
Course description:	Summer school “ Entrepreneurship, Innovation and Global Purpose ” Module 2: How to lead with Purpose and Global Impact
	<p>Professor PhD, Rico J. Baldegger, Dean School of Management Fribourg (HEG-FR)</p> <p>Giusti Nicoletta, Associated Professor Co-responsible of the Food Ecosystem Institute</p> <p>Professor Alfred Muenger, Head industrial liaison, HEG-FR</p> <p>Professor Laurent Houmard, Co-Chair Institute of Social & Public Innovation, HEG-FR</p> <p>Christian Fischer, CEO Bcomp Fribourg, CH</p> <p>Professor Heather Cairns, leadership and organizational development,</p> <p>Dr. Guy M. Ngayo Fotso, founder and managing director of the Swiss Institute for Leadership</p>
Number of lessons:	60 periods
Number of students:	Max. 30
Prerequisites	Completed at least 4 semesters of Bachelor Studies
Description	<p>The Summer School “How to lead with Purpose and Global impact” is a two-week program designed for Swiss and international undergraduate and graduate students.</p> <p>Leading with a global purpose involves setting a clear, ambitious vision for the impact the organization or company aims to have on the world, and aligning all of the actions and decisions with that vision.</p> <p>The COVID-19 pandemic and Ukraine disruptions had caused the workers to reflect on their purpose and look for employers that fit with their values.</p> <p>Purpose is important for organizations because if you embrace a genuine, clear purpose, you will unleash higher performance and engagement because employees connect on a personal level with your business.</p> <p>The objective of this module is to deliver a sense of purpose across a wide range of environmental, social, and governance (ESG) priorities. But also a reflexion on support in implementing, governing, and managing the shift required for sustainability integration. How you can clearly define your purpose and how to align purpose with your values while understanding the global context in which you are operating.</p>



	<p>The students discover empowering leadership in evolving organization through live case studies and acquire leadership capabilities in a VUCA-environment. As an empowering leader, the participant learn to create the vision of their future business activities, gain followers and influenced the community. They increase the ability to lead when their “thinking, being, and doing” are aligned and integrated with the five principles of an empowered leader: responsibility, commitment, authenticity, contribution, and trust.</p> <p>A rich cultural diversity is presented here through the origins of teachers and students alike.</p>
Teaching aims / General learning aims:	<ul style="list-style-type: none">- Building Corporate Purpose: Corporate responsibility (CSR), sustainable impact in different industries and understand impact and social entrepreneurship- Sustainability and Technology: Environment, Social and Corporate Governance (ESG) & Artificial Intelligence, ESG for SMEs- Leadership, purpose, and team: Transformal leadership and corporate culture, empowering leadership , business ethics- Circular business model: Circular product design, interaction of scalability and sustainability- Entrepreneurial ecosystem and agility: ecosystem as leverage for innovation and purpose- Explain and demonstrate the business-relevance of non-financial performance covering the dimensions Environment, Society and Governance (ESG)Enhance the own empowering leadership capabilities.- Understand to work in agile organization.- Learn from successful testimonials and transfer the learnings in concrete personal leadership action.
Content and form of instruction:	Students following the program “How to lead with Purpose and Global impact” attend a variety of lectures, live case studies and company visits related to sustainability, 17 SDG’s, and empowering leadership to tomorrow.
Examination and validation procedures:	60% Group assignment/presentation 20% Individual assignment 15% Student engagement 5% Attendance <i>A minimum attendance rate of 80% is required for a passing grade</i>
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other <i>Description: This program is fully in English.</i>
Course dates and times:	From Monday 08.07.2024 to Friday 19.07.2024



2. Readings

Aerni, Ph. (2018). *Global Business in Local Culture. The Impact of Embedded Multinational Enterprises*, Springer International Publishing

Baldegger, R. (2020). How a business model's sustainability and scalability interact. *Journal of the International Council for Small Business* 1(3-4). DOI: 10.1080/26437015.2020.1841496

Henderson, Rebecca, and Eric Van den Steen. (2015). Why Do Firms Have "Purpose"? The Firm's Role as a Carrier of Identity and Reputation, *American Economic Review*, 105 (5): 326-30.

Markman, G.D., Waldron, T.L., Gianidodis, P.T., & Espina, M.I. (2019). E Pluribus Unum: Impact Entrepreneurship as Solution to Grand Challenges. *Academy of Management Perspectives* 2019, Vol. 33, No. 4, 371–382. <https://doi.org/10.5465/amp.2019.0130>

Northouse, P.G. (2021). *Introduction of leadership*, 5th ed., Sage Publications.

Praszkier, R. (2019). *Empowering Leadership of tomorrow*, Cambridge University Press.

Quinn, R. Q., Thakor, A. V. (2018). *Creating a Purpose-Driven Organization*. *Harvard Business Review*, July-August, 96(4), 78–85.

Stahel, W. (2019). *The Circular Economy. A User's Guide*, Routledge New York.

Webster, K. (2017). *The Circular Economy – A Wealth of Flows*, 2nd ed., Ellen McArthur Foundation Publishing.



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary options, S-C
Course description:	Neuro-Marketing Playground
Instructor:	Norré Bart
Number of lessons:	30
Number of students:	Max. 25
Prerequisites:	Neuro-Marketing Fundamentals
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	Students will understand the importance of branding from a neuromarketing standpoint and learn how to apply the Brand Vision Archetype methodology understand tactics applied in the shopping environment and learn to identify them in a real life environment learn how to set up and implement a Neuromarketing survey based on neuromarketing technology
Content and form of instruction:	The course is structured in three workshops. Each workshop contains a theoretical and a "hands-on" part. Workshop 1: Branding Students will create a brand based on the Brand Vision Archetype methodology. Workshop 2: Shopping Students will visit a supermarket and identify and assess how Neuromarketing concepts are applied Workshop 3: Neuromarketing survey Students will create et implement a survey based on professional neuromarketing technology



Examination and validation procedures:	Tests and group assignments
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	<p>Course a): Friday 10.11.2023 from 17.15 to 20.30 Saturday 11.11.2023 from 8.35 to 11.55 and from 13.00 to 16.20 Saturday 18.11.2023 from 8.35 to 11.55 and from 13.00 to 16.20 Friday 24.11.2023 from 17.15 to 20.30 Friday 01.12.2023 from 17.15 to 20.30 Friday 15.12.2023 from 17.15 to 20.30</p> <p>Course b): Monday 22.04.2024 from 8.35 to 12.25 Monday 29.05.2024 from 8.35 to 12.25 Monday 06.05.2024 from 8.35 to 12.25 Monday 13.05.2024 from 8.35 to 12.25 Monday 27.05.2024 from 8.35 to 12.25 Monday 03.06.2024 from 8.35 to 12.25 Monday 10.06.2024 from 8.35 to 12.25</p>



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary options, S-C
Course description:	Neuro-Marketing for sustainability
Instructor:	Norré Bart
Number of lessons:	30
Number of students:	Max. 25
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<p>Sustainability is primarily based on a substantial change in attitudes of all stakeholders, which ideally should lead them to "sustainability compatible" decisions and behavior, according to prof. G. Zaltman of Harvard University, 95% of human decisions are unconscious. Time has come to understand how this influences human behavior and decision-making, specifically related to sustainability.</p> <p>Students will</p> <ul style="list-style-type: none">Learn basic concepts of the brainUnderstand how the nonconscious part of the brain is involved in the decisions of customersUnderstand the underlying processes of the non-conscious part of the brainUnderstand the role and importance of emotions in the decision-making process of consumersBe able to analyze communication campaigns and qualify to which degree they are compatible with the nonconscious part of the brain
Content and form of instruction:	<p>Methodology</p> <p>An optimal mix of theory, use case video's, experiments, and practical exercises.</p> <p>Theory (70%)</p> <p>What is neuromarketing and how it can support change in behavior and attitude related to sustainability.</p>



	<p>Basic notions of the concept of the brain The new paradigm of the decision-making process Emotional markers and their role in the decision-making process Laws and processes of the non-conscious mind</p> <p>Practical sessions (30%) Students will learn to work with the NeurOrchestra™ observation tool and prepare a groupwork based on this tool a analysis of two advertisements</p>
Examination and validation procedures:	Individual test and group assignments
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	24.02.2024 02.03.2024 09.03.2024 16.03.2024 Course schedules : 08.35-11.55 and 13.00-16.20



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree program:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Main options, S-C
Course description:	Portfolio Management and Derivatives
Instructor:	Tuchs Schmid Nils
Number of lessons:	60
Number of students:	unlimited
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	Students will: <ul style="list-style-type: none">• study financial markets, portfolio construction criteria, market efficiency and asset pricing models to be able to apply various concepts, method and tools related to investment products and portfolio management (calculating returns, risk, beta, alpha, etc, ...)• understand derivatives and their use when it comes to implement investment strategies and hedging policies• be able to select the appropriate methods, make the calculations and present the findings and solutions in an adequate way• be able to solve financial problems with the means of calculators and/or computers.
Content and form of instruction:	Introduction to Financial Markets and Financial Assets Financial system, Primary and secondary markets, Financial intermediaries and financial assets, Introducing to equity and debt instruments Portfolio Construction, Market Efficiency and Asset Pricing Models Measuring returns and volatility; Mean-variance criterion, Unsystematic vs. systematic risk; Measuring risk and risk adjusted returns; Beta calculation; Market efficiency and passive vs. active investing; Introducing asset pricing models and performance measures



	Derivatives Introducing Derivatives; Futures and Forwards; Futures valuation and cost of carry model; Introducing options; Call and Put Arbitrage Relationships; Option pricing models; Investment strategies and hedging policies using derivatives
Examination and validation procedures:	Group assignment and an individual test (open book)
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Every Thursday Morning during the Autumn semester from 8:35 to 11:55 or Every Tuesday Afternoon during the Spring semester from 13:45 to 17:05



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree program:	Bachelor en économie d'entreprise (plein temps et en emploi)
Major:	--
Module description:	Sustainable supply chain management
Course description:	Minor
Convener:	Dr Gloria Luzzani
Number of lessons:	30
Number of students:	Max. 25
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<p><u>General aims</u></p> <p>The food system is intended as the “range of actors and their interlinked value-adding activities involved in production, aggregation, processing, distribution consumption and disposal of food products” (FAO). The food value chains are facing the major challenge to feed the world by keeping their environmental impact within the safe operating space, while sustaining smallholders’ income and managing natural resources.</p> <p>This course aims at providing the students with the proper knowledge and means to build up sustainable business models across the overall value chains in the food sector and to integrate sustainability practices into strategy, by also enabling the collaboration among the value chain actors.</p> <p>The students will acquire the knowledge needed to identify the main environmental, social and governance issues in a food value chain, adopt lean management practices in food production and consumption, integrate sustainable strategies to reduce environmental impact, while guaranteeing decent work, pursuing quality and promoting sustainable consumption patterns.</p> <p><u>Specific aims</u></p> <p>At the end of the course, students</p> <ul style="list-style-type: none">• Understand the concepts of food value chains, their elements and their interconnections, recognise the crucial role of ecosystem services in food chains



	<ul style="list-style-type: none">• Identify agro-ecological, governance and socio-economic determinants of sustainability in the food system• Know the most relevant environmental and social indicators (KPIs) and standards/certifications used in the food system• Are aware of the relationship between nutritional and health aspects of diets and food system sustainability• Are able to adopt strategy and tools to facilitate the integration of sustainable management in the business models• Are aware of business models innovation and partnership solicitation across the value chain• Identify the role of food system in the achievement of the Sustainable Development Goals of Agenda 2030
Content and form of instruction:	<ol style="list-style-type: none">1. System thinking: food system definition, elements and their complex interconnections, its function and purpose2. Ecosystem services, definition and their role in a sustainable food system3. The environmental load of food production and consumption: an overview on the life cycle of food production and consumption, and its impact on water, climate change and the ecosystem4. Introduction to and definition of sustainable diet and how food companies are promoting sustainable food consumption and sustainability labeling on food5. Food production and the relation with its territory: approaches to integrate sustainability in current practices to conserve, protect, and enhance natural resources as well as to protect and improve rural livelihoods, equity, and social well-being6. Food waste and its implication on sustainable food production. The ongoing approaches to tackle the problem to increase circular economy7. The role of the food system in the achievement of the Agenda 2030 Sustainable Development Goals <p>NB: The contents may be subject to change, particularly in the light of current developments and the time available.</p> <p>Teaching method:</p> <ul style="list-style-type: none">- Presentation of concepts and theory- Interdisciplinary and problem-solving approach- Case study and intervention of practitioners and expert
Examination and validation procedures:	Development of a multi-actor project focusing on a specific food product with disruptive elements of innovation in environmental, social governance of a food value chain.



Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	23.03.2024 20.04.2024 27.04.2024 18.05.2024 Course schedules : 08.35-11.55 and 13.00-16.20



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary options, S-C
Course description:	Systems Thinking, Loop Approach and Complexity-Management
Instructor:	Bürki Leo
Number of lessons:	30
Number of students:	Max. 20
Prerequisites:	Preferred: project management
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other Description:
Teaching aims / General learning aims:	Students learn to distinguish between complicated and complex systems and gain ability to be a leader in complex situations or projects. We discuss strategies and pattern of complexity, learn methods to describe and steer complex systems. Inputs out of latest research and publications, learn to use online-tools, simulation, cross-impact-analyze - develop systems thinking to be successful in complex challenges: become an agile Leader.
Content and form of instruction:	General principles Theory and tools to understand complex systems Systemics and systems thinking – viable systems theory Tools Definition of success in complex systems – define holistic goals Stakeholder management and participation Agile and complexity management Sensitivity analyze – complexity tools Intuition and decision making – being successful in VUCA-world Strategies and solution building Systems thinking and agile behavior Fragile, robust, resilient and antifragile Learnings and experiences Team work, online tools, double impact analyze, simulation, etc.
Examination and validation	<ul style="list-style-type: none"> Individual “sprint-review” (presentations)



procedures:	<ul style="list-style-type: none">• Results of “complex project” (team-work)
Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other Description: Possibility to answer in the mother tongue
Course dates and times:	Saturday 25 th November 2023 (8.35 – 11.55 and 13.00 – 16.20) Saturday 2 th December 2023 (8.35 – 11.55 and 13.00 – 16.20) Saturday 09 th December 2023 (8.35 – 11.55 and 13.00 – 16.20) Saturday 16 th December 2023 (8.35 – 11.55 and 13.00 – 16.20)



COURSE DESCRIPTION

Name of school/Location:	School of Management Fribourg
Field of study:	Economics and Services
Degree programme:	Bachelor in Business Administration (full-time and part-time study)
Major:	--
Module description:	Secondary option, S-C
Course description:	User Experience Design UXD
Instructor:	Caon Maurizio
Number of lessons:	30
Number of students:	Max. 30
Prerequisites:	-
Main language of instruction:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Teaching aims / General learning aims:	<ul style="list-style-type: none">• What is User Experience Design (UXD) and why it is important.• What is human-centered design and how it can lead to innovation.• Learning design methods and tools following the Google Design Sprint method.• Learning prototyping methods.• Learning how to test prototypes to extract relevant insights.• Learning how to build a website.• Learning user experience and usability testing with relative metrics.
Content and form of instruction:	<ul style="list-style-type: none">• Interactive lesson led by the instructor.• Powerpoint slides for visual support during class and tools for the techniques explained during the course.• Hands-on experience for the creation of a UX-driven product/service.• Provision of extra material under form of multimedia content.• Group project for the creation of an innovative product/service following the Google Design Sprint method and a report containing its analysis.
Examination and validation procedures:	Evaluation of the group project (Participation, presentation and report). Language: English but with possibility to write the report in French.



Language credits for a multilingual course of study:	<input type="checkbox"/> German <input type="checkbox"/> French <input checked="" type="checkbox"/> English <input type="checkbox"/> Other
Course dates and times:	Tuesday, 07.11.2023 from 17.15 to 20.30 Tuesday, 14.11.2023 from 17.15 to 20.30 Tuesday, 21.11.2023 from 17.15 to 20.30 Tuesday, 28.11.2023 from 17.15 to 20.30 Tuesday, 05.12.2023 from 17.15 to 20.30 Tuesday, 12.12.2023 from 17.15 to 20.30 Tuesday, 19.12.2023 from 17.15 to 20.30 Tuesday, 09.01.2024 from 17.15 to 20.30