

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

FALL SEMESTER





Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Fintech & Blockchain
Module title	Main choice
Professor	Maurizio Caon/Nils Tuchschnid
Number of lessons	60
Number of students	Max. 30
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Friday Afternoon Fall-Semester
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2. GENERAL OBJECTIVES

Fintech (*course outline subject to change*)

Introduction to Digital Economy

- Digital Economy : a brief definition
- The (new) Economics of Information
- Digital Economy and business transformation

Finance and Fintech

- Finance and the financial system
- The role of financial intermediaries
- Fintech : a brief definition

Asset Management and robotization

- Risk and Asset Allocation
- Asset Management : a brief introduction
- The case of Robo Advisors

Finance and crowdfunding

- Capital structure or the sources of financing
- Sharing or gift economy : a new paradigm ?
- Platform, peer-to-peer exchange and crowd-based capitalism

Banking and digitalization

- The banking industry: a brief introduction
- Open Banking

Tokenization of the economy

- Blockchain : a brief introduction
- Cryptocurrencies: the example of bitcoin
- Token Offering : the case of LakeDiamond

Green Fintech

- Definition and scope of Green Fintech.
- Motivations for transitioning to Green Fintech
- Economic and Regulatory Perspectives in Green Fintech
- Technological Innovations and tokenomics in Green Fintech

3. CONTENT AND FORM OF INSTRUCTION

- 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.

4. EXAMINATION AND VALIDATION PROCEDURES

Mandatory assignments + 2 written exams: according to teacher's directives.

Language: English



Course description

1. GENERAL ORGANISATION OF THE COURSE

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Digital Leadership
Module title	Main options, S-C
Professor	Alfred Münger / Maurizio Caon / Eric Mc Laren / according to the themes third party teachers may be included
Number of lessons	60
Number of students	Max. 30
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Friday Morning Fall-Semester
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2. GENERAL OBJECTIVES

- 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

3. CONTENT AND FORM OF INSTRUCTION

- 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.
- Digital Transformation
 - 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

4. EXAMINATION AND VALIDATION PROCEDURES

Written exam with open/closed questions and/or written report.

Language: English



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Neuro-Marketing Fundamentals
Module title	Secondary choice
Professor	Bart Norré
Number of lessons	30
Number of students	Max. 25
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	<p>Course a): Monday 15.09.2025 from 13.15 to 16.35 Monday 22.09.2025 from 13.15 to 16.35 Monday 29.09.2025 from 13.15 to 16.35 Monday 06.10.2025 from 13.15 to 16.35 Monday 13.10.2025 from 13.15 to 16.35 Monday 27.10.2025 from 13.15 to 16.35 Monday 03.11.2025 from 13.15 to 16.35 Monday 10.11.2025 from 13.15 to 16.35</p> <p>Course b): Monday 15.09.2025 from 17.15 to 21.00 Monday 22.09.2025 from 17.15 to 21.00 Monday 29.09.2025 from 17.15 to 21.00 Friday 03.10.2025 from 17.15 to 21.00 Monday 06.10.2025 from 17.15 to 21.00 Friday 10.10.2025 from 17.15 to 21.00 Monday 13.10.2025 from 17.15 to 21.00</p>
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2. GENERAL OBJECTIVES

Embark on an exciting journey into the human mind! Dive deep into the realm where 95% of decisions are made without conscious awareness, as highlighted by Prof. G. Zaltman from Harvard University. This module offers a unique opportunity to:

- Explore the fascinating world of the brain: Gain foundational knowledge about this complex organ and its incredible capabilities.
- Decode the mysteries of the nonconscious mind: Learn how it silently orchestrates customer choices, shaping the marketing world and beyond.
- Unveil the secrets of subconscious processes: Understand the intricate workings of the nonconscious brain and its impact on human behavior.
- Embrace the power of emotions: Discover how emotions are pivotal in consumer decision-making, influencing choices in ways we're only beginning to understand.
- Master the art of advertisement analysis: Develop the skills to assess ads that resonate with the nonconscious mind, giving you a competitive edge in marketing.

Join us for a transformative experience that will enrich your academic knowledge and equip you with practical skills for a successful career in various fields. Don't miss the chance to unlock the secrets of the human mind!

3. CONTENT AND FORM OF INSTRUCTION

Transform your understanding of marketing with our dynamic module, where the fascinating world of neuromarketing meets practical application! This program is designed to blend various engaging methodologies for an enriching learning experience:

Theory:

Delve into the intriguing realm of neuromarketing, understanding its unique position in the landscape of traditional marketing:

- Explore the foundational concepts of the brain and its functions.
- Unravel the latest insights into the decision-making process, emphasizing the critical role of emotions.
- Gain an in-depth understanding of the non-conscious mind's laws and processes, which are pivotal in shaping consumer behavior.

Practical Sessions:

Hands-on learning with the innovative NeurOrchestra™ observation tool. Engage in stimulating group work where you'll apply your newfound knowledge to analyze real-world advertisements. This practical approach not only solidifies your theoretical understanding but also hones your skills in real-life applications, preparing you for a successful career in the ever-evolving field of marketing.

Join us for this unique blend of theory and practice, and become a part of the new wave of marketing professionals who understand the profound impact of the human mind on consumer behavior. This module isn't just a course; it's a journey into the future of marketing!

4. EXAMINATION AND VALIDATION PROCEDURES

Multiple Choice Test and group assignment: according to teacher's directives.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Financial Valuation and Investment Strategy
Module title	Main choice
Professor	Nils Tuchschnid
Number of lessons	60
Number of students	-
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Thursday during the Autumn semester from 08:35 to 11:55
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2. GENERAL OBJECTIVES

On successful completion of this course, you will be able to

- 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.

3. CONTENT AND FORM OF INSTRUCTION

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.

The orientation of this course aims to be resolutely practical. About 50% will be dedicated to practical exercises, realized by means of Excel.

4. EXAMINATION AND VALIDATION PROCEDURES

Group assignment and an individual test (open book): according to teacher's directives



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Neuro-Marketing Playground
Module title	Secondary choice
Professor	Bart Norré
Number of lessons	30
Number of students	Max. 25
Prerequisites	Neuro-Marketing Fundamentals

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	<p>Course a): Saturday 15.11.2025 from 8.35 to 11.55 and from 13.00 to 16.20 Friday 21.11.2025 from 17.15 to 20.30 Saturday 22.11.2025 from 8.35 to 11.55 and from 13.00 to 16.20 Friday 28.11.2025 from 17.15 to 20.30 Friday 05.12.2025 from 17.15 to 20.30 Friday 12.12.2025 from 17.15 to 20.30</p> <p>Course b): Monday 20.04.2026 from 8.35 to 12.25 Monday 27.04.2026 from 8.35 to 12.25 Monday 04.05.2026 from 8.35 to 12.25 Monday 11.05.2026 from 8.35 to 12.25 Monday 18.05.2026 from 8.35 to 12.25 Monday 01.06.2026 from 8.35 to 12.25 Monday 08.06.2026 from 8.35 to 12.25</p>
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2. GENERAL OBJECTIVES

This course is tailored to provide an immersive learning experience, empowering students to:

- **Master Neuromarketing-Driven Branding:** Unravel the significance of branding from a neuromarketing perspective. Dive into the innovative Brand Vision Archetype methodology, learning not just the theory but how to apply it effectively in real-world scenarios.
- **Decode Shopping Environment Tactics:** Gain insights into the subtle, yet powerful tactics used in shopping environments. Develop the skill to identify and understand these tactics in real-life settings, offering a practical perspective on how environments influence consumer decisions.
- **Craft and Implement Neuromarketing Surveys:** Learn the art and science of designing Neuromarketing surveys. Get hands-on experience with neuromarketing technology to set up and execute surveys that uncover the deep-seated preferences and behaviors of consumers.

This module offers a unique blend of theoretical knowledge and practical application, equipping students with the tools and insights needed to excel in the cutting-edge field of neuromarketing. Join us for an educational adventure where science meets consumer behavior, and transform the way you perceive branding and marketing strategies!

3. CONTENT AND FORM OF INSTRUCTION

Elevate your educational experience with our dynamic course, structured in three interactive workshops, each blending insightful theory with practical, hands-on activities:

Workshop 1: Branding

- **Theoretical Insight:** Delve into the concepts of branding through the innovative lens of the Brand Vision Archetype methodology.
- **Hands-On Challenge:** Apply your learning creatively to develop a unique brand. This real-world exercise encourages you to use the Brand Vision Archetype methodology, testing your understanding and creativity in brand creation.

Workshop 2: Shopping

- **Theoretical Insight:** Explore the fascinating neuromarketing concepts used in retail environments.
- **Hands-On Exploration:** Embark on a field trip to a supermarket. Here, you'll engage in a practical exercise to identify and analyze the neuromarketing strategies in action. This immersive experience provides a deeper understanding of how theoretical concepts are applied in real-world shopping scenarios.

Workshop 3: Neuromarketing Survey

- **Theoretical Insight:** Learn about the intricacies of creating effective neuromarketing surveys.
- **Hands-On Application:** Leverage professional neuromarketing technology to design and implement a survey. This practical task allows you to gain first-hand experience in survey creation, offering a glimpse into the real challenges and rewards of neuromarketing research.

This course isn't just about learning; it's about doing. Get ready to engage, experiment, and excel in the world of neuromarketing with our hands-on workshops designed to transform your theoretical knowledge into practical expertise!

4. EXAMINATION AND VALIDATION PROCEDURES

Tests and group assignments: according to teacher's directives.



Course description

1. GENERAL ORGANISATION OF THE COURSE

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	User Experience Design (UXD)
Module title	Secondary option, S-C
Professor	Maurizio Caon
Number of lessons	30
Number of students	Max. 30
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Tuesday, 28.10.2025 from 17.15 to 20.30 Tuesday, 04.11.2025 from 17.15 to 20.30 Tuesday, 11.11.2025 from 17.15 to 20.30 Tuesday, 18.11.2025 from 17.15 to 20.30 Tuesday, 25.11.2025 from 17.15 to 20.30 Tuesday, 02.12.2025 from 17.15 to 20.30 Tuesday, 09.12.2025 from 17.15 to 20.30 Tuesday, 16.12.2025 from 17.15 to 20.30
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2. GENERAL OBJECTIVES

- 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 user experience and usability testing with relative metrics.

3. CONTENT AND FORM OF INSTRUCTION

- 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.
- Templates for exercises.
- Group project for the creation of an innovative product/service following the Google Design Sprint method and a report containing its analysis.

4. EXAMINATION AND VALIDATION PROCEDURES

Evaluation of the group project (Participation in class -attendance is mandatory-, presentation and report).
Language: English.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Business of fashion
Module title	Secondary choice
Professor	Darren Sleeman
Number of lessons	30
Number of students	-
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input checked="" type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Monday 15.09.2025 from 17.15 to 21.00 Monday 22.09.2025 from 17.15 to 21.00 Monday 29.09.2025 from 17.15 to 21.00 Monday 06.10.2025 from 17.15 to 21.00 Monday 13.10.2025 from 17.15 to 21.00 Saturday 18.10.2025 from 8.35 to 11.55 and 13.00 to 16.20
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2. GENERAL OBJECTIVES

The course objectives:

- 1) Interpret the role of fashion in modern society
- 2) Review the global nature of the fashion industry
- 3) Relate how the fashion industry is evolving in response to the growth and challenges of digital channels.
- 4) Analyze the worldwide importance of the sector to the global economy

Students will have an overview of the following topics:

- The worldwide economy of the fashion sector
- Different types of fashion consumers
- Internationalization and marketing strategies
- Major fashion labels and their branding strategies
- Fashion and luxury
- Sustainability and ethical issues in the sector
- Branding style from Armani to Zara
- Fashion sourcing and distribution
- Fashion and online retailing
- Digital media

3. CONTENT AND FORM OF INSTRUCTION

The *business of fashion* course proposes an overview of the fashion industry and its multiple brands (this includes fashion, textiles and accessories) from their conception to commercialization.

The course includes lectures, presentations, case studies, videos plus live online talks with fashion entrepreneurs and bloggers.

Handouts are in English and French according to the texts used.

4. EXAMINATION AND VALIDATION PROCEDURES

Group presentation and written report (80%): according to teacher's directives



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Corporate Risk Management
Module title	Secondary choice
Professor	Tuna Oez
Number of lessons	30
Number of students	-
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Wednesday 29.10.2025 from 17.15 to 20.30 Wednesday 05.11.2025 from 17.15 to 20.30 Wednesday 12.11.2025 from 17.15 to 20.30 Wednesday 19.11.2025 from 17.15 to 20.30 Wednesday 26.11.2025 from 17.15 to 20.30 Wednesday 03.12.2025 from 17.15 to 20.30 Wednesday 10.12.2025 from 17.15 to 20.30 Wednesday 17.12.2025 from 17.15 to 20.30
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2. GENERAL OBJECTIVES

- 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.

3. CONTENT AND FORM OF INSTRUCTION

- Theory
- Exercises
- Scenarios
- Individual and group work
- Videos
- Real-time risk management

4. EXAMINATION AND VALIDATION PROCEDURES

- Individual pre-course work/assignments (20%)
- Class assignments and participation (30%)
- Individual post-course work/assignments (50%)

According to teacher's directives



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Applied Corporate Finance
Module title	Main choice
Professor	Nils Tuchschnid
Number of lessons	60
Number of students	-
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Thursday during the Autumn semester from 13:00 to 16:20
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2. GENERAL OBJECTIVES

Students will

- 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

3. 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

4. EXAMINATION AND VALIDATION PROCEDURES

Group presentation (case study) and an individual test (open book): according to teacher's directives



Course description

1. GENERAL ORGANISATION OF THE COURSE

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Circular Economy Business Models
Module title	Main options, S-C
Professor	Alfred Mürger / Maurizio Caon / according to the themes third party teachers may be included
Number of lessons	60
Number of students	Max. 30
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Friday Afternoon Fall-Semester
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2. GENERAL OBJECTIVES

- 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
 - Introduction to the circular economy
 - UN Sustainable Goals
 - Models of the circular economy
 - The linear economic model, circular economy
 - Cradle to Cradle®, Circular Design, Design Circular
 - The 9 Rs of the Circular Economy
 - Sustainability as a business model
 - Policy and circular economy

3. CONTENT AND FORM OF INSTRUCTION

- 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.

4. EXAMINATION AND VALIDATION PROCEDURES

Written exam with open/closed questions and/or written report and presentation.

Language: English



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Systems thinking and management of complex systems – navigating uncertainty and building resilient solutions
Module title	Secondary choice
Professor	Leo Bürki
Number of lessons	30
Number of students	Max. 20
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english Possibility to answer in the mother tongue	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Saturday 29th November 2025 (8.35 – 11.55 and 13.00 – 16.20) Saturday 06th December 2025 (8.35 – 11.55 and 13.00 – 16.20) Saturday 13th December 2025 (8.35 – 11.55 and 13.00 – 16.20) Saturday 20th December 2025 (8.35 – 11.55 and 13.00 – 16.20)
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2. GENERAL OBJECTIVES

This course provides students with the knowledge and skills to lead effectively in dynamic and interconnected systems.

By the end of the course, participants will:

- Distinguish between complicated and complex systems, recognizing when adaptive and systemic approaches are needed.
- Build a practical understanding of how to describe, analyze, and influence complex systems using proven and newest tools and methodologies.
- Develop agility and resilience in decision-making by learning to navigate uncertainty and interdependencies in a VUCA world.
- Apply systems thinking to real-world challenges, fostering innovative and sustainable solutions – become an agile leader.
- Explore the integration of AI-technologies like ChatGPT, demonstrating how AI can complement human decision-making and enhance problem-solving in complex environments.

3. CONTENT AND FORM OF INSTRUCTION

The course content covers key systems thinking principles and their practical application:

- **Foundational concepts:** Introduction to systems thinking, viable systems theory, and the distinction between fragile, robust, resilient, and antifragile systems.
- **Practical tools and methods:** System mapping, double-cross-impact analysis, simulations, and scenario-building exercises.
- **Strategies for complexity management:** Agile leadership, stakeholder engagement, and decision-making in complex settings.
- **Technology integration:** Hands-on experience with AI tools like ChatGPT to analyze systems, explore patterns, and simulate dynamics.
- **Project-based learning:** Application of course concepts to a real-world problem, fostering collaboration and critical thinking.

The course combines interactive, experiential learning:

- Guided sessions to introduce and explore concepts.
- Collaborative group work on a real-world project, where students will map, analyze, and propose solutions to a complex system challenge.
- AI-supported workshops where tools like ChatGPT are used to enhance systems analysis and decision-making.
- Peer learning through sprint reviews and team feedback.

4. EXAMINATION AND VALIDATION PROCEDURES

The assessment focuses on applying theoretical knowledge to practical scenarios, ensuring a deep understanding of systems thinking:

- **Individual sprint reviews:** Short presentations where students showcase their insights and their ability to utilize course tools effectively. These reviews allow students to reflect on their learning and receive constructive feedback.
- **Team project:** Groups will tackle a real-world system challenge, utilizing methods and tools from the course. Deliverables include a systems map, analysis, and proposed interventions to address complexity.

The focus of the assessment is on collaboration, creativity, and the practical application of systems thinking principles to real-world challenges.

According to teacher's directives



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	Digital Business

Course title	Digital Business Project I & II
Professor	Alfred Münger / Maurizio Caon / Leonardo Angelini according to the themes third party teachers may be included
Number of students	Max. 30
Prerequisites	Only for students in the Digital Business orientation

Main language of instruction <input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	Language credits for a multilingual course of study <input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english
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Course dates and times	Every Thursday evening from 17.15 to 20.30 in the autumn and spring semesters
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2. DURATION, SCHEDULE AND OBJECTIVES

The Digital Business Projects begin in week 1 and ends in week 15. It is scheduled for 5 hours per week.

For these projects, particular emphasis will be placed on the following aspects:

- Approach to the project and its management
- Oral presentation and report writing
- Teamwork, communication and collaboration

In the first semester, the project will be preferably developed in teams of 2 students from the HEG. In exceptional cases and in accordance with the professors, it is allowed to do it individually.

For the second semester, the HEG teams will collaborate with other teams from the Engineering School and Nursing School of Fribourg in interdisciplinary projects.

3. ORGANIZATION

Students will be expected to meet the following organizational requirements:

- Students must respect the important dates with related actions (see “important dates” section below).
- Students are responsible for the communication with their clients and the supervisors. They can call a meeting whenever they consider it to be opportune. The meeting invitation with the agenda and its place is sent by e-mail to all those interested by the students. The minutes of each meeting are to be written by the students. The sessions are animated by the students.
- All the documents must be stored on Microsoft Teams.

4. OBJECTIVE OF THE PROJECT

Each project must be proposed by a client and this may be a collaboration with a company or work in the context of an applied research project or the creation of a new startup. The themes concern the digital transformation of processes, the creation of new business models based on digital, the design of new services, the creation of digital communication strategies and others.

5. TOPIC SELECTION

The topic must always be focused on digital technologies. The topic can be proposed by the students if it relates to an entrepreneurial project or if it refers to a real-world scenario linked to the company where the students work. Otherwise, the project must have a client. The supervisors will also propose a list of possible topics and the students will be put in contact with the mandators; the choice of the topic from the proposed list works on a “first come, first served” rule. In order to officially submit the topic, each group has to upload its description (max 300 words) on their reserved area on Microsoft Teams and to link the document to the supervisors via email.

6. DELIVERABLES

The students will be evaluated on the following deliverables:

- Report describing the problem analysis, solution development, and solution testing.
- Reflective notebook that reports a self-assessment of the skills required to be implemented and their internal protocols and processes.
- Final presentation.
- Minutes of the meetings.

All the produced documentation must be in English. These deliverables must be uploaded via Microsoft Teams in the space dedicated to the project before the deadline (reported in the Section "Important Dates"). Each group is responsible for the creation and management of their own space MS Teams where the supervisors must be granted access in order to follow the project development.

7. REPORT

The final report is a comprehensive document that describes the approach followed, the choices made, the work accomplished, the results obtained, the problems encountered, and the tests performed. If necessary, it will also contain the complete installation manual and the user's manual. The report is expected to be about 3000 words if the project is developed individually and 5000 in a group.

- A title page will indicate important information for the identification of the document (see an example on the last page).
- At the end of the report, just after the conclusion, the following declaration of honour will be integrated and signed:

Declaration of Honour

I, the undersigned, First Name Last Name, declare on my honour that the work rendered is the result of personal work. I certify that I have not used plagiarism or any other form of fraud. All sources of information used and author's quotes have been clearly mentioned.

- The report is a structured document (table of contents, introduction, ..., conclusion, and annexes).
- The chapter "Introduction" always ends with a presentation of the structure of the report.
- The figures must be numbered consecutively and have a legend below the figure. The figures will be referenced in the text. Make sure that all parts of all figures are clearly legible. It is imperative that the axes of a graph be labeled with the appropriate sizes and units. Try to make figures that remain clear when printed in black and white (e.g., still the case in many scientific publications).
- Provide a glossary near the end of the report and explain any abbreviations used in your text. This makes it much easier to read for someone who is not very familiar with the project area.
- For all resources (text, images, etc.) borrowed from another person (book, magazine, website, ...), the sources must be clearly indicated. Citations should be numbered ([1], [2], ...) and references should be placed at the end of the text. The information to be given and their form are : [1] E. Boggs, "Transistor measurements", Electronics Letters, vol. 19, no. 2, pp. 87-92, Apr. 1984, respectively for the web pages : [6] Timothy Allen, "Citing References", 2000, www.keene.edu/Courses . For more details, see the document "References and Bibliography" by L. Altwegg.
- The conclusion contains a comparison of the achievement of the objectives with the work done. It sets out perspectives and contains personal conclusions.
- The licenses and versions of the software / libraries used will be mentioned in a specific section of the report.
- Please, refer to the table in the Appendix for the evaluation criteria.

Suggestions:

- Begin report development in the first few weeks of project work.
- In principle each chapter:
 - begins with a brief introduction around the theme addressed in this chapter and presents the structure of the chapter.
 - ends with a synthesis/summary of what has been presented and announces the content of the next chapter.

Warning: plagiarism is a case of fraud leading to a heavy penalty. Thus, as indicated in the previous paragraphs, all your sources must be clearly indicated and any reproduction in whole or in part (of images, text, etc.) must be clearly indicated by the author of the report.

8. FINAL PRESENTATION

The presentation lasts 15 minutes followed by a Q&As session. Please, refer to the table in the Appendix for the evaluation criteria.

IMPORTANT DATES Autumn Semester **EXAMPLE**

Activity	Date	Time
Submit Your Topic	07 th October	17H00 (CET)
Notification of Acceptance of Your Topic	14 th October	NA
Start of the Digital Business Project	15 th October	NA
Submission of the deliverables	09 th January	17H00 (CET)
Final Presentation via Microsoft Teams	During the week 3 starting 16 th January you'll be informed about the exact date asap	From 09H00 to 20H00 (CET) (a Doodle will follow to book each timeslot)

IMPORTANT DATES Spring Semester **EXAMPLE**

Activity	Date	Time
Submit Your Topic	10 th March	17H00 (CET)
Notification of Acceptance of Your Topic	17 th March	NA
Start of the Digital Business Project	18 th March	NA
Submission of the deliverables	05 th June	17H00 (CET)
Final Presentation via Microsoft Teams	During the week 24 starting 12 th June you'll be informed about the exact date asap	From 09H00 to 20H00 (CET) (a Doodle will follow to book each timeslot)

9. PEDAGOGY

Skills Developed:

- To propose a global vision and strategy while integrating the digital dimension
- Available resources and workload management; use of digital tools for collaboration and work organization; Information storage and sharing, development of a process including:
 - External and internal communication even when using digital tools for remote working
 - Creativity and innovation of the proposed solutions
 - Mastery of technical tools
 - Develop concepts related to digital technologies
 - Promote reflection

Pedagogic objectives:

- Transpose into practice and synthesize the theoretical concepts learned in different courses.
- Work independently.
- Defend the scientific and technical options of a project before a jury.
- Plan a medium-sized project.
- Elaborate and discuss specifications with a client.
- Communicate effectively with the project manager (supervisor) on the progress of the work.
- Write a project report.
- Present a project orally.



10. CONTACT

For any questions concerning the Digital Business Project, please, contact:

- Prof. Maurizio Caon: maurizio.caon@hefr.ch
- Prof. Alfred Münger: alfred.muenger@hefr.ch
- Prof. Leonardo Angelini: Leonardo.angelini@hefr.ch

11. BIBLIOGRAPHY

- School of Marketing and International Business, and Student Learning, Victoria University of Wellington. (2017) "How to write a business report".
- Emerson, L. (Ed.) (1995). Writing guidelines for business students. Palmerston North: The Dunmore Press
- Direction HEIA-FR (2010). "Directive relative aux buts et à l'évaluation du travail de Bachelor".

Teaching unit description

<i>Axe thématique</i>	<i>Marketing & Communication</i>
Module	Business English – Marketing and Finance (M&F)

1. GENERAL ORGANISATION OF THE TEACHING UNIT

Ecole/site :	HEG Fribourg
Domaine :	Economie et Services
Filière(s) :	Economie d'entreprise (en emploi/à temps partiel)
Orientation :	--

Type de Formation <input checked="" type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> EMBA <input type="checkbox"/> DAS <input type="checkbox"/> CAS <input type="checkbox"/> Autres/Journées isolées	
Level <input type="checkbox"/> Basic level course (B) <input checked="" type="checkbox"/> Module d'approfondissement (I - Intermediate level course) <input checked="" type="checkbox"/> Advanced level course (A) <input type="checkbox"/> Module spécialisé (S - Specialised level course) <input type="checkbox"/> Other :	Time organisation <input type="checkbox"/> Module over one semester <input checked="" type="checkbox"/> Module over two semesters <input checked="" type="checkbox"/> Autumn semester <input checked="" type="checkbox"/> Spring semester <input type="checkbox"/> Other
Type <input checked="" type="checkbox"/> Core course (C) <input type="checkbox"/> Related course (R) <input type="checkbox"/> Advanced level course (A) <input type="checkbox"/> Optional or complementary module (M - Minor course) <input type="checkbox"/> Other :	

Nombre Crédits ECTS :	Main language of instruction
2	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Fall semester – contact the IO for the timetable
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1. OBJECTIVES

A la fin du module l'étudiant-e devra :

Les objectifs généraux pour ce module sont spécifiés ci-dessous.

2. ORGANIZATION

Unité d'enseignement 1: Business English – Marketing and Finance (M&F)

a) Intermediate level

At the end of Business English (2): Marketing and Finance, intermediate-level students have revised and consolidated their productive and receptive skills in most main aspects of the level B1 of the Common European Framework of Reference for Languages. This especially pertains to knowledge of Business English.

The students

- can understand the main points of clear standard input on familiar matters regularly encountered in work, school, leisure, etc.
- can successfully interact with people in English in most work situations.
- can produce simple connected text on topics which are familiar or of personal interest.
- can describe experiences and events, opinions and plans, and briefly give reasons and explanations.
- can recognize the line of argument in the treatment of the issue presented, though not necessarily in detail.
- can write notes or emails conveying simple information.
- can communicate about aspects of marketing and finance.

Topics: Possible topic areas include marketing, advertising, branding, innovation, business travel, finance, as well as various socio-cultural aspects of business and current events. The topical focus may vary to adjust for various levels of knowledge and allow for the discussion of current events.

Skills:

- Listening: Students should further develop adequate listening skills in various business contexts.
- Speaking: Students should be able to participate actively in a variety of situations, such as pitches, short presentations, telephoning etc.
- Reading: Students should further develop various reading skills based on a range of adapted and authentic business materials.
- Writing: Writing tasks focus on business communications, such as business proposals, as well as note-taking and summarizing in an appropriate register and an intermediate style.

Grammar: According to students' level and needs.

b) Advanced level

At the end of Business English (2): Marketing and Finance, advanced-level students have revised and consolidated their productive and receptive skills in all main aspects of the level B2 of the Common European Framework of Reference for Languages. This especially pertains to knowledge of Business English.

The students

- can understand the main ideas of complex texts on both concrete and abstract topics, including technical discussions in their field of specialization.
- can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party.
- can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and independent disadvantages of various options.
- can communicate effectively about aspects of marketing and finance.

Topics: Possible topic areas include marketing, advertising, branding, innovation, online business, finance, as well as various socio-cultural aspects of business and current events. The topical focus may vary to adjust for various levels of knowledge and allow for the discussion of current events.

Skills:

- Listening: Students should further develop adequate listening skills in various business contexts.
- Speaking: Students should be able to participate actively in a variety of situations, such as pitches and short presentations.
- Reading: Students should further develop various reading skills based on a range of adapted and authentic business materials.
- Writing: Writing tasks will focus on business communications, such as business proposals, as well as note-taking and summarizing in an appropriate register and an advanced style.

Grammar: According to students' level and needs.

3. ASSESSMENT AND VALIDATION PROCEDURES

➤ **Unité d'enseignement 1:**

Both productive and receptive skills are evaluated. To the greatest possible extent, the examinations revolve around the business topics, skills, vocabulary and grammar covered during the semester. The overall semester marks may be composed of several partial marks. The exact modalities for examinations and marking are given in the semester plan at the beginning of the semester.

The participation in an international examination (IELTS or telc) is mandatory during the course of Bachelor studies.

SPRING SEMESTER





Course description

1. GENERAL ORGANISATION OF THE COURSE

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Data Science for Business Intelligence
Module title	Secondary option, S-C
Professor	Leonardo Angelini Alessandro Silacci
Number of lessons	30
Number of students	Max. 16
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Monday 02.03.2026 from 17.15 to 20.30 Monday 09.03.2026 from 17.15 to 20.30 Monday 16.03.2026 from 17.15 to 20.30 Monday 23.03.2026 from 17.15 to 20.30 Monday 30.03.2026 from 17.15 to 20.30 Monday 13.04.2026 from 17.15 to 20.30 Monday 20.04.2026 from 17.15 to 20.30 Monday 27.04.2026 from 17.15 to 20.30
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2. GENERAL OBJECTIVES

- 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 without coding.
- Learn how to conduct data analytics using OpenAI ChatGPT without programming.

3. CONTENT AND FORM OF INSTRUCTION

- 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.

4. EXAMINATION AND VALIDATION PROCEDURES

Written exam with open/closed questions.

Language: English.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Digital Marketing
Module title	Main choice
Professor	Lukas Schneuwly
Number of lessons	60
Number of students	Max. 30
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Friday Afternoon Spring-Semester
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2. GENERAL OBJECTIVES

Multichannel Marketing

- Multichannel Campaigns
- Marketing via Social Media
- Mobile Marketing
- Digital Customer Experience
- SEO/SEA
- Digital Marketing Platforms
- Shitstorm & Reputation Campaigns

E-Business

- E-Commerce
- E-Supply Chain

3. CONTENT AND FORM OF INSTRUCTION

- 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

4. EXAMINATION AND VALIDATION PROCEDURES

Group presentation and website: according to teacher's directives



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Ethics & Enterprise
Module title	Secondary choice
Professor	Eric Maeder
Number of lessons	30
Number of students	Max. 25
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Friday 17.04.2026 / 17.15 to 20.30 Saturday 18.04.2026 / 8.35 to 11.55 and 13.00 to 16.20 Friday 01.05.2026 / 17.15 to 20.30 Saturday 02.05.2026 / 8.35 to 11.55 and 13.00 to 16.20 Friday 22.05.2026 / 17.15 to 20.30 Saturday 23.05.2026 / 8.35 to 10.35
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2. GENERAL OBJECTIVES

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.

By the end of the semester, students should be able:

- 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.).

3. CONTENT AND FORM OF INSTRUCTION

- 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

4. EXAMINATION AND VALIDATION PROCEDURES

Assignments during the semester: according to teacher's directives.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Global Mindset: Navigating Culture, Business & Geopolitics
Module title	Main choice
Professor	Jean-Marie Ayer and Bart Norré This course is taught by two global business experts: Jean-Marie Ayer and Bart Norré . Jean-Marie Ayer holds a PhD in Economics and brings hands-on international experience from ABB, Swisscom, Dartfish, and World Taekwondo. Bart Norré is a specialist in intercultural communication and international strategy, with extensive academic and consulting experience across Europe and Asia. Together, they offer a practical and global perspective on leadership, culture, and international business.
Number of lessons	60
Number of students	-
Prerequisites	Good English knowledge

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Monday morning of the Spring semester from 8.35 to 11.55
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2. GENERAL OBJECTIVES

Working Across Cultures: A Real-World International Experience

This course examines how working with individuals from diverse cultural backgrounds impacts decision-making, problem-solving, and leadership in international business.

You will examine real-life situations where culture plays a key role — including negotiations, marketing, recruitment, international assignments, company structures, and global partnerships.

A highlight of the course is a group project with students from India. Together, you'll explore how businesses from each country can enter the other's market. For example, Swiss students will develop strategies to launch a real product in India, while Indian students will do the same for Switzerland. This hands-on collaboration provides valuable insights into market needs, cultural expectations, and cross-border business opportunities, particularly as India becomes an increasingly significant trade partner for Switzerland.

Throughout the course, you'll build essential soft skills, including communication, adaptability, and teamwork. You'll also tackle major global challenges, such as trade restrictions, geopolitical tensions, and international regulations, and learn how these factors influence business decisions worldwide.

By the end of the course, you'll have strengthened your global mindset, gained practical international experience, and developed the confidence to navigate cultural differences in today's interconnected world.

3. CONTENT AND FORM OF INSTRUCTION

Theoretical Part

This course explores cultural differences in business, geopolitical impacts, and essential soft skills for global leadership. Key topics include:

1. Cultural Awareness – Theories of cultural differences, communication, and leadership styles.
2. Business Contexts – Negotiation, marketing, HR, and mergers in multicultural settings.
3. Soft Skills – Communication, conflict resolution, and adaptability in global teams.
4. Geopolitics & Business – Trade barriers, political risks, and global market strategies.

Instruction

The course uses interactive methods:

- Lectures & Guest Talks – Insights from experts and real-world case studies.
- Case Studies & Discussions – Analysis of cultural and geopolitical challenges.
- News Analysis – Weekly discussions on global business trends.

International Collaboration Project

A key component of the course is a joint project with students from India, where international teams will explore how businesses from each country can enter the other's market.

4. EXAMINATION AND VALIDATION PROCEDURES

Assessment includes written assignments, group projects, and practical simulations: according to teacher's directives.



Course description

1. GENERAL ORGANISATION OF THE COURSE

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Managing Emerging Technologies
Module title	Main options, S-C
Professor	Maurizio Caon
Number of lessons	60
Number of students	Max. 30
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Friday Morning Spring-Semester
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2. GENERAL OBJECTIVES

- Emerging Technologies
 - Virtual & Augmented Reality
 - Artificial Intelligence
 - IOT
- Innovation Management
 - Strategies & Trends
 - Disruptive innovation
 - Digital Business Models
 - Design Thinking
- Digital Project Management
 - Project Life Cycle
 - System Development Life Cycle
 - Agile program management
 - Scrum
- Law
- Case study

3. CONTENT AND FORM OF INSTRUCTION

- 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.

4. EXAMINATION AND VALIDATION PROCEDURES

Written exam with open and/or closed questions and written report (business case) developed in groups.
Language: English but with possibility to answer in mother tongue.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Portfolio Management and Derivatives
Module title	Main choice
Professor	Nils Tuchs Schmid
Number of lessons	60
Number of students	-
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Thursday during the Spring semester from 08:35 to 11:55
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2. GENERAL OBJECTIVES

Students will:

- 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.

3. 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

4. EXAMINATION AND VALIDATION PROCEDURES

Group assignment and an individual test (open book): according to teacher's directives.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Neuro-Marketing for sustainability
Module title	Secondary choice
Professor	Bart Norré
Number of lessons	30
Number of students	Max. 25
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Saturday 21.02.2026 from 8.35 to 11.55 and from 13.00 to 16.20 Saturday 28.02.2026 from 8.35 to 11.55 and from 13.00 to 16.20 Saturday 07.03.2026 from 8.35 to 11.55 and from 13.00 to 16.20 Saturday 14.03.2026 from 8.35 to 11.55 and from 13.00 to 16.20
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2. GENERAL OBJECTIVES

An enlightening journey to explore the intersection of sustainability and human behavior in our innovative module. Inspired by Prof. G. Zaltman's insight from Harvard University that 95% of human decisions are unconscious, this course aims to unravel how these hidden processes impact sustainability-related choices. Here's what students can expect:

- **Discover Brain Basics:** Grasp fundamental concepts of the brain, laying a foundation for understanding its role in sustainability.
- **Explore the Nonconscious Mind:** Learn about the nonconscious part of the brain and its significant influence on customer decisions, especially in the context of sustainable choices.
- **Uncover Subconscious Processes:** Delve into the underlying mechanisms of the non-conscious mind to understand how it shapes behavior and decision-making in sustainability.
- **Emotions and Decision-Making:** Understand the crucial role emotions play in the consumer decision-making process, particularly in relation to sustainable practices and attitudes.
- **Analyze Sustainability Campaigns:** Develop the ability to critically assess communication campaigns, determining their effectiveness in aligning with the nonconscious preferences and values of consumers, thereby driving sustainable behavior.

This course offers a unique blend of neuroscience, psychology, and sustainability, providing students with the tools to understand and influence sustainable behaviors effectively. Join us to be at the forefront of shaping a more sustainable future through the lens of neuromarketing and consumer psychology!

3. CONTENT AND FORM OF INSTRUCTION

Our course offers a comprehensive and engaging methodology, perfectly balanced between theoretical knowledge and practical application, to explore the fascinating intersection of neuromarketing and sustainability.

Theoretical Component (70%)

- **Neuromarketing and Sustainability:** Understand the role of neuromarketing in driving behavioral and attitudinal change towards sustainability. Explore how neuromarketing strategies can be effectively used to promote sustainable practices.
- **Brain Basics:** Dive into the fundamental concepts of brain science, laying the groundwork for understanding its influence on decision-making.
- **Decision-Making Paradigm:** Uncover the new paradigm of the decision-making process, focusing on how subconscious factors shape our choices related to sustainability.
- **Emotional Markers:** Learn about the role of emotional markers in decision-making, particularly in the context of sustainable choices and behaviors.
- **Non-Conscious Mind:** Explore the laws and processes of the non-conscious mind, gaining insights into its powerful influence on behavior and attitudes towards sustainability.

Practical Sessions (30%)

- **NeurOrchestra™ Tool:** Get hands-on experience with the innovative NeurOrchestra™ observation tool. This cutting-edge technology provides a window into the subconscious mind, offering valuable insights for neuromarketing strategies.
- **Groupwork and Analysis:** Engage in collaborative groupwork where you will apply the NeurOrchestra™ tool to analyze two advertisements. This practical exercise is designed to develop your skills in applying neuromarketing principles to real-world scenarios, with a focus on sustainability.

This blend of in-depth theoretical learning and practical, hands-on experience is designed to equip students with a comprehensive understanding of how neuromarketing can influence sustainable behaviors, making them well-prepared for a future in this exciting field.

4. EXAMINATION AND VALIDATION PROCEDURES

Individual test and group assignments: according to teacher's directives.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Neuro-Marketing Playground
Module title	Secondary choice
Professor	Bart Norré
Number of lessons	30
Number of students	Max. 25
Prerequisites	Neuro-Marketing Fundamentals

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
3	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	<p><u>Course a):</u> Saturday 15.11.2025 from 8.35 to 11.55 and from 13.00 to 16.20 Friday 21.11.2025 from 17.15 to 20.30 Saturday 22.11.2025 from 8.35 to 11.55 and from 13.00 to 16.20 Friday 28.11.2025 from 17.15 to 20.30 Friday 05.12.2025 from 17.15 to 20.30 Friday 12.12.2025 from 17.15 to 20.30</p> <p><u>Course b):</u> Monday 20.04.2026 from 8.35 to 12.25 Monday 27.04.2026 from 8.35 to 12.25 Monday 04.05.2026 from 8.35 to 12.25 Monday 11.05.2026 from 8.35 to 12.25 Monday 18.05.2026 from 8.35 to 12.25 Monday 01.06.2026 from 8.35 to 12.25 Monday 08.06.2026 from 8.35 to 12.25</p>
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2. GENERAL OBJECTIVES

This course is tailored to provide an immersive learning experience, empowering students to:

- **Master Neuromarketing-Driven Branding:** Unravel the significance of branding from a neuromarketing perspective. Dive into the innovative Brand Vision Archetype methodology, learning not just the theory but how to apply it effectively in real-world scenarios.
- **Decode Shopping Environment Tactics:** Gain insights into the subtle, yet powerful tactics used in shopping environments. Develop the skill to identify and understand these tactics in real-life settings, offering a practical perspective on how environments influence consumer decisions.
- **Craft and Implement Neuromarketing Surveys:** Learn the art and science of designing Neuromarketing surveys. Get hands-on experience with neuromarketing technology to set up and execute surveys that uncover the deep-seated preferences and behaviors of consumers.

This module offers a unique blend of theoretical knowledge and practical application, equipping students with the tools and insights needed to excel in the cutting-edge field of neuromarketing. Join us for an educational adventure where science meets consumer behavior, and transform the way you perceive branding and marketing strategies!

3. CONTENT AND FORM OF INSTRUCTION

Elevate your educational experience with our dynamic course, structured in three interactive workshops, each blending insightful theory with practical, hands-on activities:

Workshop 1: Branding

- **Theoretical Insight:** Delve into the concepts of branding through the innovative lens of the Brand Vision Archetype methodology.
- **Hands-On Challenge:** Apply your learning creatively to develop a unique brand. This real-world exercise encourages you to use the Brand Vision Archetype methodology, testing your understanding and creativity in brand creation.

Workshop 2: Shopping

- **Theoretical Insight:** Explore the fascinating neuromarketing concepts used in retail environments.
- **Hands-On Exploration:** Embark on a field trip to a supermarket. Here, you'll engage in a practical exercise to identify and analyze the neuromarketing strategies in action. This immersive experience provides a deeper understanding of how theoretical concepts are applied in real-world shopping scenarios.

Workshop 3: Neuromarketing Survey

- **Theoretical Insight:** Learn about the intricacies of creating effective neuromarketing surveys.
- **Hands-On Application:** Leverage professional neuromarketing technology to design and implement a survey. This practical task allows you to gain first-hand experience in survey creation, offering a glimpse into the real challenges and rewards of neuromarketing research.

This course isn't just about learning; it's about doing. Get ready to engage, experiment, and excel in the world of neuromarketing with our hands-on workshops designed to transform your theoretical knowledge into practical expertise!

4. EXAMINATION AND VALIDATION PROCEDURES

Tests and group assignments: according to teacher's directives.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Banking & Insurance
Module title	Main choice
Professor	Nils Tuchschnid
Number of lessons	60
Number of students	-
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Every Thursday during the Spring semester from 13:00 to 16:20
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2. GENERAL OBJECTIVES

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.

3. 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.

4. EXAMINATION AND VALIDATION PROCEDURES

Case study group presentation and an individual test (open book): according to teacher's directives



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	--

Course title	Summer school "Entrepreneurship, Innovation and Global Purpose." Module 1: Discovering Entrepreneurship and Innovation
Module title	Secondary choice
Professor	Professor Bart Norré, CEO & Co-founder TM Tandem Marketing Professor Nils Tuchschnid, Director of the Institute of Finance, HEG-FR Laurent Lecamp, CEO of Montblanc Switzerland Lukas Schneuwly, Co-Direktor bei MEDIAparc SA Professor Philipp Bubenzer, innovation management and organizational behavior HEG-FR Isabelle Dufour, Professor of Communications at the HEG Fribourg Georgiana Bigea, Social Media & Storytelling and Conflict Management, Lucerne University of Applied Sciences and Arts
Number of lessons	60
Number of students	Max. 30
Prerequisites	-

Number of ECTS credits:	Main language of instruction	Language credits for a multilingual course of study
5	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english This program is entirely in English. B2 level is mandatory.	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	From Monday to Friday (Morning and Afternoon) from 24.06.2025 to 05.07.2025
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2. GENERAL OBJECTIVES

Our Summer School in **Discovering Entrepreneurship and Innovation** is a distinctive two-week program designed for inquisitive minds at both undergraduate and graduate levels.

Our course invites students from diverse global backgrounds to engage in real-life business challenges, attend thought-provoking lectures, delve into case studies, and explore the dynamic entrepreneurial landscape of Switzerland.

This experience serves as a unique opportunity to not only grasp the fundamentals but also to refine your entrepreneurial vision and work on personal projects.

Throughout the program, we will unravel the complexities of turning ideas into viable businesses. Is your business model primed for success? What funding channels suit your venture, and what are investors truly seeking in your pitch? These are just a few questions we'll explore together.

As an added highlight, our 2025 Summer School may include participation in the Geneva/Fribourg Entrepreneurship Forum, with a potential visit to the United Nations headquarters (to be confirmed). This exclusive event offers a firsthand look into the practicalities of entrepreneurship, providing insights that extend beyond the classroom.

Our commitment to enriching your experience extends to close interactions with industry practitioners, allowing you to refine your entrepreneurial concepts. This course aims to bridge the gap between theory and practice, ensuring you are well-equipped to navigate the ever-evolving entrepreneurial landscape.

And, of course, we believe that learning is not confined to the classroom. Our program offers enriching social events, providing the perfect backdrop for expanding both personal and professional networks while enjoying the vibrant spirit of Switzerland.

We look forward to embarking on this enlightening journey with you.

The course objectives

- Improving your knowledge
- Compare different business scenarios
- Select and mature promising business opportunities
- Develop creative and practical solutions to business issues

Growing your capabilities

- Support a comprehensive view on business opportunities
- Develop a plan to turn your vision in tangible objectives
- Judge quickly and adapt your plans

Growing yourself

- Develop your experience working in diverse teams
- Refine your intercultural competencies
- Change your way of thinking on business challenges



3. CONTENT AND FORM OF INSTRUCTION

The Summer School Entrepreneurship and Innovation is a dynamic two-week program led by lecturers and entrepreneurs globally.

Our courses are meticulously designed to foster interactive and academically stimulating experiences, with a strong emphasis on applied management and entrepreneurship principles. Each module includes insightful field trips to diverse Swiss companies relevant to the program's focal points.

The course structure is thoughtfully crafted to deliver a balance of academic rigor and interactive learning, promoting practical applications in management and entrepreneurship.

Methodology

Our instructional approach adopts a fusion of theoretical insights, hands-on learning, and real-world case studies. Lectures are crafted to be engaging, encouraging active participation and fostering critical thinking among participants.

Topics:

- Entrepreneurial Mindset: Cultivate the mindset crucial for entrepreneurial success.
- Art of Enduring: The BAARE Philosophy
- Business Model Navigator: Navigate the intricacies of business models for effective decision-making.
- Lean Startup Philosophy: Embrace the principles of lean startup methodologies for efficient and agile business development.
- Lean Canvas Model: Master the art of succinctly articulating and refining business ideas.
- Pitch and Strategy: Hone your skills in delivering compelling pitches and strategic planning.
- Business Opportunities for Real Projects: Apply theoretical knowledge to real-world projects, fostering practical insights into entrepreneurship.

4. EXAMINATION AND VALIDATION PROCEDURES

60% Group assignment/presentation

20% Individual assignment

15% Student engagement

5% Attendance

According to teacher's directives

A minimum attendance rate of 80% is required for a passing grade.



Teaching unit description

1. GENERAL ORGANISATION OF THE TEACHING UNIT

School/Location	School of Management Fribourg
Field of study	Economics and Services
Degree program	Bachelor in Business Administration (full-time and part-time study)
Orientation	Digital Business

Course title	Digital Business Project I & II
Professor	Alfred Münger / Maurizio Caon / Leonardo Angelini according to the themes third party teachers may be included
Number of students	Max. 30
Prerequisites	Only for students in the Digital Business orientation

Main language of instruction <input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english	Language credits for a multilingual course of study <input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english
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5 ECTS

Course dates and times	Every Thursday evening from 17.15 to 20.30 in the autumn and spring semesters
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2. DURATION, SCHEDULE AND OBJECTIVES

The Digital Business Projects begin in week 1 and ends in week 15. It is scheduled for 5 hours per week.

For these projects, particular emphasis will be placed on the following aspects:

- Approach to the project and its management
- Oral presentation and report writing
- Teamwork, communication and collaboration

In the first semester, the project will be preferably developed in teams of 2 students from the HEG. In exceptional cases and in accordance with the professors, it is allowed to do it individually.

For the second semester, the HEG teams will collaborate with other teams from the Engineering School and Nursing School of Fribourg in interdisciplinary projects.

3. ORGANIZATION

Students will be expected to meet the following organizational requirements:

- Students must respect the important dates with related actions (see “important dates” section below).
- Students are responsible for the communication with their clients and the supervisors. They can call a meeting whenever they consider it to be opportune. The meeting invitation with the agenda and its place is sent by e-mail to all those interested by the students. The minutes of each meeting are to be written by the students. The sessions are animated by the students.
- All the documents must be stored on Microsoft Teams.

4. OBJECTIVE OF THE PROJECT

Each project must be proposed by a client and this may be a collaboration with a company or work in the context of an applied research project or the creation of a new startup. The themes concern the digital transformation of processes, the creation of new business models based on digital, the design of new services, the creation of digital communication strategies and others.

5. TOPIC SELECTION

The topic must always be focused on digital technologies. The topic can be proposed by the students if it relates to an entrepreneurial project or if it refers to a real-world scenario linked to the company where the students work. Otherwise, the project must have a client. The supervisors will also propose a list of possible topics and the students will be put in contact with the mandators; the choice of the topic from the proposed list works on a “first come, first served” rule. In order to officially submit the topic, each group has to upload its description (max 300 words) on their reserved area on Microsoft Teams and to link the document to the supervisors via email.

6. DELIVERABLES

The students will be evaluated on the following deliverables:

- Report describing the problem analysis, solution development, and solution testing.
- Reflective notebook that reports a self-assessment of the skills required to be implemented and their internal protocols and processes.
- Final presentation.
- Minutes of the meetings.

All the produced documentation must be in English. These deliverables must be uploaded via Microsoft Teams in the space dedicated to the project before the deadline (reported in the Section "Important Dates"). Each group is responsible for the creation and management of their own space MS Teams where the supervisors must be granted access in order to follow the project development.

7. REPORT

The final report is a comprehensive document that describes the approach followed, the choices made, the work accomplished, the results obtained, the problems encountered, and the tests performed. If necessary, it will also contain the complete installation manual and the user's manual. The report is expected to be about 3000 words if the project is developed individually and 5000 in a group.

- A title page will indicate important information for the identification of the document (see an example on the last page).
- At the end of the report, just after the conclusion, the following declaration of honour will be integrated and signed:

Declaration of Honour

I, the undersigned, First Name Last Name, declare on my honour that the work rendered is the result of personal work. I certify that I have not used plagiarism or any other form of fraud. All sources of information used and author's quotes have been clearly mentioned.

- The report is a structured document (table of contents, introduction, ..., conclusion, and annexes).
- The chapter "Introduction" always ends with a presentation of the structure of the report.
- The figures must be numbered consecutively and have a legend below the figure. The figures will be referenced in the text. Make sure that all parts of all figures are clearly legible. It is imperative that the axes of a graph be labeled with the appropriate sizes and units. Try to make figures that remain clear when printed in black and white (e.g., still the case in many scientific publications).
- Provide a glossary near the end of the report and explain any abbreviations used in your text. This makes it much easier to read for someone who is not very familiar with the project area.
- For all resources (text, images, etc.) borrowed from another person (book, magazine, website, ...), the sources must be clearly indicated. Citations should be numbered ([1], [2], ...) and references should be placed at the end of the text. The information to be given and their form are : [1] E. Boggs, "Transistor measurements", Electronics Letters, vol. 19, no. 2, pp. 87-92, Apr. 1984, respectively for the web pages : [6] Timothy Allen, "Citing References", 2000, www.keene.edu/Courses . For more details, see the document "References and Bibliography" by L. Altwegg.
- The conclusion contains a comparison of the achievement of the objectives with the work done. It sets out perspectives and contains personal conclusions.
- The licenses and versions of the software / libraries used will be mentioned in a specific section of the report.
- Please, refer to the table in the Appendix for the evaluation criteria.

Suggestions:

- Begin report development in the first few weeks of project work.
- In principle each chapter:
 - begins with a brief introduction around the theme addressed in this chapter and presents the structure of the chapter.
 - ends with a synthesis/summary of what has been presented and announces the content of the next chapter.

Warning: plagiarism is a case of fraud leading to a heavy penalty. Thus, as indicated in the previous paragraphs, all your sources must be clearly indicated and any reproduction in whole or in part (of images, text, etc.) must be clearly indicated by the author of the report.

8. FINAL PRESENTATION

The presentation lasts 15 minutes followed by a Q&As session. Please, refer to the table in the Appendix for the evaluation criteria.

IMPORTANT DATES Autumn Semester **EXAMPLE**

Activity	Date	Time
Submit Your Topic	07 th October	17H00 (CET)
Notification of Acceptance of Your Topic	14 th October	NA
Start of the Digital Business Project	15 th October	NA
Submission of the deliverables	09 th January	17H00 (CET)
Final Presentation via Microsoft Teams	During the week 3 starting 16 th January you'll be informed about the exact date asap	From 09H00 to 20H00 (CET) (a Doodle will follow to book each timeslot)

IMPORTANT DATES Spring Semester **EXAMPLE**

Activity	Date	Time
Submit Your Topic	10 th March	17H00 (CET)
Notification of Acceptance of Your Topic	17 th March	NA
Start of the Digital Business Project	18 th March	NA
Submission of the deliverables	05 th June	17H00 (CET)
Final Presentation via Microsoft Teams	During the week 24 starting 12 th June you'll be informed about the exact date asap	From 09H00 to 20H00 (CET) (a Doodle will follow to book each timeslot)

9. PEDAGOGY

Skills Developed:

- To propose a global vision and strategy while integrating the digital dimension
- Available resources and workload management; use of digital tools for collaboration and work organization; Information storage and sharing, development of a process including:
 - External and internal communication even when using digital tools for remote working
 - Creativity and innovation of the proposed solutions
 - Mastery of technical tools
 - Develop concepts related to digital technologies
 - Promote reflection

Pedagogic objectives:

- Transpose into practice and synthesize the theoretical concepts learned in different courses.
- Work independently.
- Defend the scientific and technical options of a project before a jury.
- Plan a medium-sized project.
- Elaborate and discuss specifications with a client.
- Communicate effectively with the project manager (supervisor) on the progress of the work.
- Write a project report.
- Present a project orally.



10. CONTACT

For any questions concerning the Digital Business Project, please, contact:

- Prof. Maurizio Caon: maurizio.caon@hefr.ch
- Prof. Alfred Münger: alfred.muenger@hefr.ch
- Prof. Leonardo Angelini: Leonardo.angelini@hefr.ch

11. BIBLIOGRAPHY

- School of Marketing and International Business, and Student Learning, Victoria University of Wellington. (2017) "How to write a business report".
- Emerson, L. (Ed.) (1995). Writing guidelines for business students. Palmerston North: The Dunmore Press
- Direction HEIA-FR (2010). "Directive relative aux buts et à l'évaluation du travail de Bachelor".



12. APPENDIX: EVALUATION CRITERIA

Weight	Criteria	Excellent (6/5)	Good (4)	Fair (3)	Poor (2)
10	Structure	Presentation is clear and logical. Reader can easily follow line of reasoning. Logical connection of points.	Presentation is generally clear. Sentence flow is generally smooth. A few minor points confusing or not clearly connected.	Reader can follow presentation with effort. Structure not well thought out. Points are not clearly made.	Presentation is very confused and unclear. Reader cannot follow it or deduce the main points presented.
25	Critical perspective	Show considerable critical thinking about information acquired from various sources. Able to critically discuss and independently evaluate data and information to come to own conclusions.	Generally, shows critical thinking skills. Able to provide some critical evaluation /discussion of information and data. Appropriate conclusions are drawn from it. Some assertions may lack support. May contain some minor mistakes, no significant errors are made.	Show some critical thinking. Lack of consistency in critical evaluation of information and viewpoints. Discussion and independent conclusions are inadequate. Significant logical errors are present.	Significant lack of critical thinking and perspective. Little independent thinking and conclusions. Authors accept viewpoints of others without critical consideration. Abundant logical errors.
20	Content	Introduction contains pertinent background information. Given tasks and questions are thoroughly analyzed and elaborated. Results and conclusions are logically constructed and summarized. Information is accurate and quantitative analysis is appropriate.	Gives general information about the topic, but some relevant information may be missing, or significance is not clearly explained. Description of results is generally clear. No significant errors made. Quantitative analysis is OK.	Insufficient information on background, relevance, significance is given. Some information is accurate, but enough errors are made to be distracting.	Provides little or no information on background and significance. Information is inaccurate or with many errors. Discussion is very difficult to follow. Reader learns little.
10	Use of figures and tables	Strong supplement to the text. Information is clearly presented. If taken from other sources, appropriate reference is given. Can stand alone without reference to text.	Provide good supplementary information, but may be somewhat lacking in clarity, appropriate reference, or explanation.	Difficult to understand. Do not stand alone; text must be consulted to figure out what is being presented. Inadequately referenced.	No figures or tables are used, or they are so poorly prepared that they detract from the presentation or do not illustrate the points made in the text.
5	References	References to articles or reports are properly cited in the text and listed in proper format. All sources are reliable.	Appropriate references are used and cited, but some may be incomplete or in incorrect style. Not all sources are reliable.	Minimal numbers of references are used. Style is incorrect and/or incomplete. Sources are not reliable.	No references provided.



30	Oral Presentation	Crystal clear and engaging presentation, perfect structure, the discussion of the results goes beyond the insights already presented in the report; the visual support is clean, provides an added value and helps understanding the talk.	Clear talk although not always engaging, the structure is OK, and the discussion provides a limited added value to the presentation; the visual support is comprehensible although not adding much value to the speech.	The talk is not completely clear, the structure has some flaws, the discussion does not provide any added value with reference to the report; the visual support is not always comprehensible and is redundant.	The talk is not clear, the structure is chaotic, there is no discussion of the results; the visual support is useless.
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Teaching unit description

<i>Axe thématique</i>	<i>Marketing & Communication</i>
Module	Marketing

1. GENERAL ORGANISATION OF THE TEACHING UNIT

Ecole/site :	HEG Fribourg
Domaine :	Economie et Services
Filière(s) :	Economie d'entreprise (en emploi/à temps partiel)
Orientation :	--

<input checked="" type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> EMBA <input type="checkbox"/> DAS <input type="checkbox"/> CAS <input type="checkbox"/> Autres/Journées isolées	
Level <input type="checkbox"/> Module de Base (B – basic level course) <input checked="" type="checkbox"/> Module avancé (A - Advanced level course) <input type="checkbox"/> Module spécialisé (S – Specialised level course) <input type="checkbox"/> Autres :	
Organisation <input checked="" type="checkbox"/> Spring Semester <input type="checkbox"/>	

Nombre Crédits ECTS :	Main language of instruction
2	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english
Course dates and times	Spring semester – contact the IO for the timetable

2. OBJECTIVES

By the end of the module students will:

- know and apply the basics of marketing (from strategy to implementation)
- Understand the market from a micro and macro perspective (e.g.: competition, company characteristics, etc.)
- Understand and be able to analyse consumer behaviour by applying the necessary tools (e.g. quantitative, qualitative, numerical, analytical, psychographic, etc.).
- Decode the logic and components of brand building and evolution
- Be able to identify and analyse the various stages in the development of an innovative offering on the market (e.g. packaging, price, experience, customer journey, process, etc.).
- Understand and know how to use promotional and advertising techniques on different media, including influencer marketing
- Be familiar with omnichannel sales concepts and be able to select the right channels for different situations
- be able to integrate sustainability and ethical aspects into their thinking and actions.

The detailed objectives of the Business English M&F course are set out in point 3 below..

3. ORGANIZATION

Teaching unit 2 : Marketing 2

- Concept of marketing
- Competitive advantages
- Identifying target groups
- Determining positioning
- Determining pull and push marketing
- Marketing mix, tools and infrastructure
- New trends in marketing
- Digital marketing in the marketing mix
- Ethics and marketing

Teaching unit description

<i>Axe thématique</i>	<i>Marketing & Communication</i>
Module	Business English – Ethics and Sustainability (E&S)

1. GENERAL ORGANISATION OF THE TEACHING UNIT

Ecole/site :	HEG Fribourg
Domaine :	Economie et Services
Filière(s) :	Economie d'entreprise (en emploi/à temps partiel)
Orientation :	--

Type de Formation <input checked="" type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> EMBA <input type="checkbox"/> DAS <input type="checkbox"/> CAS <input type="checkbox"/> Autres/Journées isolées	
Level <input type="checkbox"/> Basic level course (B) <input checked="" type="checkbox"/> Module d'approfondissement (I - Intermediate level course) <input checked="" type="checkbox"/> Advanced level course (A) <input type="checkbox"/> Module spécialisé (S - Specialised level course) <input type="checkbox"/> Other :	
Type <input checked="" type="checkbox"/> Core course (C) <input type="checkbox"/> Related course (R) <input type="checkbox"/> Advanced level course (A) <input type="checkbox"/> Optional or complementary module (M - Minor course) <input type="checkbox"/> Other :	Time organisation <input type="checkbox"/> Module over one semester <input checked="" type="checkbox"/> Module over two semesters <input checked="" type="checkbox"/> Autumn semester <input checked="" type="checkbox"/> Spring semester <input type="checkbox"/> Other

ECTS :	Main language of instruction
2	<input type="checkbox"/> french <input type="checkbox"/> german <input checked="" type="checkbox"/> english

Course dates and times	Spring semester – contact the IO for the timetable
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Unité d'enseignement 1: Business English – Ethics and Sustainability (E&S)

a) Intermediate level

At the end of Business English (4): Ethics and Sustainability, intermediate-level students have revised and consolidated their productive and receptive skills in all aspects of the level B2 of the Common European Framework of Reference for Languages. This especially pertains to knowledge of Business English.

The students

- can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in his/her field of specialization.
- can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party.
- can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and independent disadvantages of various options.
- can communicate about aspects of ethics and sustainability.

Topics: Possible topic areas include ethics, sustainability, the environment, risk, crisis management, takeovers and mergers, production and quality control and e-commerce, as well as various socio-cultural aspects of business and current events. The topical focus may vary to adjust for various levels of knowledge and allow for the discussion of current events.

Skills:

- Listening: Students should further develop adequate listening skills in various business contexts.
- Speaking: Students should be able to participate actively in a variety of situations, such as meetings, negotiations, pitches, short presentations, telephoning etc.
- Reading: Students should further develop various reading skills based on a range of adapted and authentic business materials.
- Writing: Writing tasks focus on business communications in an appropriate register and an intermediate style. Tasks may include business proposals, business plans, press releases, newspaper articles, as well as note-taking and summarizing.

Grammar: According to students' level and needs.

b) Advanced level

At the end of Business English (4): Ethics and Sustainability, advanced-level students have revised and consolidated their productive and receptive skills in all main aspects of the level C1 of the Common European Framework of Reference for Languages. This especially pertains to knowledge of Business English.

The students

- can understand a wide range of demanding, longer texts and recognize implicit meaning.
- can express him/herself fluently and spontaneously without much obvious searching for expressions.
- can use language flexibly and effectively for social, academic and professional purposes.
- can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors and cohesive devices.
- can communicate effectively about aspects of ethics and sustainability.

Topics: Possible topic areas include marketing, advertising, branding, innovation, online business, finance, as well as various socio-cultural aspects of business and current events. The topical focus may vary to adjust for various levels of knowledge and allow for the discussion of current events.

Skills:

- Listening: Students should further develop adequate listening skills in various business contexts.
- Speaking: Students should be able to participate actively in a variety of situations, such as meetings, negotiations, pitches, short presentations, telephoning etc.
- Reading: Students should further develop various reading skills based on a range of adapted and

- authentic business materials.
- Writing: Writing tasks focus on business communications in an appropriate register and an advanced style. Tasks may include business proposals, business plans, press releases, newspaper articles, as well as note-taking and summarizing.

Grammar: According to students' level and needs.

Both productive and receptive skills are evaluated. To the greatest possible extent, the examinations revolve around the business topics, skills, vocabulary and grammar covered during the semester. The overall semester marks may be composed of several partial marks. The exact modalities for examinations and marking are given in the semester plan at the beginning of the semester.

The participation in an international examination (IELTS or telc) is mandatory during the course of Bachelor studies.