

### Module description

**Field of study** HES-SO Business, Management and Services

**Degree course** Master of Science HES-SO in Business Administration

#### 1 **Title of module** **Growth Management** **2020-2021**

<b>Code</b> E.MScBA.390.OE41.E.20	<b>Type of course *</b> <input type="checkbox"/> Bachelor's <input checked="" type="checkbox"/> Master's <input type="checkbox"/> MAS <input type="checkbox"/> EMBA <input type="checkbox"/> DAS <input type="checkbox"/> CAS <input type="checkbox"/> other		
<b>Level</b> <input type="checkbox"/> Basic module <input type="checkbox"/> Further studies module <input checked="" type="checkbox"/> Advanced module <input type="checkbox"/> Specialised module	<b>Description</b> <input checked="" type="checkbox"/> In the case of definitive failure in a module defined as compulsory for successfully completing the course profile in question, the student shall be excluded from the degree programme, or from the faculty, if this is provided by the course regulations in accordance with Article 32 of the Regulations relating to first-cycle and second-cycle degrees (Bachelor's and Master's) at the HES-SO	<b>Type of module</b> <input checked="" type="checkbox"/> Main module <input type="checkbox"/> Module linked to main module <input type="checkbox"/> Optional or subsidiary module	<b>Time schedule</b> <input type="checkbox"/> Module over 1 semester <input type="checkbox"/> Module over 2 semesters <input checked="" type="checkbox"/> Spring semester <input type="checkbox"/> Autumn semester <input type="checkbox"/> Autres

#### 2 **Organisation**

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

#### 3 **Prerequisites**

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

#### **Other prerequisites**

#### 4 **Skills to be gained / general learning objectives**

This course aims to improve the students' ability to analyse, cope with, and develop business relationships with competitors, customers, and suppliers. In addition, Fast-growth companies illustrate, over a short space of time, the opportunities, threats, problems and pitfalls of business growth. .

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

- o Explore business opportunities and their market potentials
- o Utilise various strategic options in the growth of a young company.
- o Explain growth and complexity in young, fast-growing companies.
- o Identify the stages of business growth and the problems and opportunities to be managed at each stage.
- o Recognise the increasing complexities of the growing enterprise.
- o Describe the functional, planning and control needs of each stage.
- o Identify the tools and techniques needed to manage and sustain growth.
- o Understand the resources and strategies needed for a company to make the transition to a larger size.
- o Explain strategic options for young companies and apply in real cases in the region.
- o Explain opportunities and challenges for the team of entrepreneurs in the growing phase.
- o Summarise and assess current research results on growth management of young companies.
- o Explain the phenomenon of Gazelles and Hidden Champions and their impact for an entrepreneurial ecosystem.
- o Assess the influence of the entrepreneurial team on strategic decisions and company performance.
- o Improve productivity through better teamwork and better allocation of limited resources.
- o Develop and demonstrate better control over implementation of strategic decisions, strategic reviews and adaptation to the competitive market environments.
- o Express and negotiate professional.

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

### 5 Teaching and content

Growth management/ fast growing companies:

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

#### Content

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

### 6 Assessment and validation methods

Individual final report is weighted at 50%.

Reflective Learning Journal-Personal Growth Model is weighted at 50%.

In case of a remediation exam, the module head informs early enough the student about the form of the exam, which can be different than the original one.

### 7 Reassessment requirements \*

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

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

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

#### other reassessment modalities

If grade [3.5; 3.9] and if no previous failing marks in the module. Maximum grade is 4.0

### 8 Remarks

Grading system: From 6 (very good) to 1 (fail)

### 9 Bibliography

- Barringer, B.R., Ireland, D. R. (2016): Entrepreneurship: Successfully launching new ventures, 5th edition, 463 (529)-569, New Jersey.
- Baldegger, R.J. (2017). Firm Growth and Innovation, Growth Publisher/Weblaw, Bern.
- Dinnar, S. & Susskind, L. (2017). Entrepreneurial Negotiation Understanding and Managing the Relationships that Determine Your Entrepreneurial Success, Palgrave Macmillan.
- Greiner, L. (1972) Evolution and revolution as organizations grow. In: Harvard Business Review, 50, 37–46.
- O'Reilly, C.A., Tushman, M.L. (2004). The Ambidexterity Organizations. Harvard Business Review, April, 74-81.
- O'Reilly, C.A., and Tushman, M.L (2008). Ambidexterity as a dynamic capability: resolving the innovator's dilemma, Research in Organizational Behaviour, vol. 28, pp.185-206.
- Malik, F., (2013): Strategy, Navigating the Complexity of the New World, 95-102, Frankfurt am Main
- Von Krogh, G. & Cusumano, M.A. (2001). Three Strategies for Managing Fast Growth. MIT Sloan Management Review, Vol. 42 (2), 53-61.
- Flamholtz, E.G., Randle, Y. (2016) Growing Pains: Building Sustainably Successful Organizations, 5th edition, New Jersey.
- Harnish, V. (2014) Scaling Up: How a few Companies Make It... and Why the Rest Don't, Virginia.
- Hess, E. D. (2007) The Road to Organic Growth: How great companies consistently grow marketshare from within, New York.
- Hess, E. D., Liedtka, J. (2012): The Physics of Business Growth – Mindset, System and Processes,
- Ismail, S., Malone, M.S., Van Geest, Y. (2014) Exponential organizations: Why new organizations are ten times better, faster, and cheaper than yours, New York.

### 10 Teaching staff

#### Name of head of module \*

Rico Baldegger & Raphaël Gaudart

#### Description validated on \*

19.08.2020

#### Description validated by \*

Raphaël Gaudart