

Modul Cover Sheet

Study Programme	MSc in Facility Management	
Study Year	2018_19	
Module	Business Environment	
Code	n.MA.FM.BuEn.12FS	
Status	Compulsory Module	
*Type	C X	R M
ECTS-Credits	4	
Workload	120	
Regulations applications	<p>RPO vom 29. Januar 2008, Studienordnung für den Masterstudiengang MSc in Facility Management vom 24. März 2011, Anhang für den Masterstudiengang MSc in Facility Management vom 30. August 2011, angepasst am 14.4.2015 <i>(Non-binding translation: General Academic Regulations for Bachelor's and Master's degree programmes at the Zurich University of Applied Sciences on 29 January 2008, Academic Regulations for the Master's programme in Facility Management at the Zurich University of Applied Sciences on 24 March 2011, Annexe to the Academic Regulations Master of Science in Facility Management on 30 August 2011, amended on 14 April 2015)</i></p>	
Module Coordinator	Prof. Dr. Christian Coenen	
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Comments		

*Typus (Type)	C Core Course/Module (Kerngebiet eines Studienprogramms)
	R Related Course/Module (Unterstützung des Kerngebiets mit Vermittlung von Vor- oder Zusatzkenntnissen)
	M Minor Course/Module (Wahl- oder Ergänzungskurs/-modul)

Consecutive Sheet

Study Programme	MSc in Facility Management				
Study Year	2018_19				
Course	Business Environment				
Code	n.MA.FM.BuEn.12FS.V				
Module	Business Environment				
Status	Compulsory Course				
*Type	C	X	R	M	
Regulations applicable	<p>RPO vom 29. Januar 2008, Studienordnung für den Masterstudiengang MSc in Facility Management vom 24. März 2011, Anhang für den Masterstudiengang MSc in Facility Management vom 30. August 2011, angepasst am 14.4.2015 <i>(Non-binding translation: General Academic Regulations for Bachelor's and Master's degree programmes at the Zurich University of Applied Sciences on 29 January 2008, Academic Regulations for the Master's programme in Facility Management at the Zurich University of Applied Sciences on 24 March 2011, Annexe to the Academic Regulations Master of Science in Facility Management on 30 August 2011, amended on 14 April 2015)</i></p>				
Total Workload (hours)					
	1. Sem.	2. Sem.	3. Sem.	4. Sem.	5. Sem.
<i>Lectures</i>		24			
<i>Coached Self-study</i>		36			
<i>Autonomous selfstudy</i>		60			
<i>Total Workload</i>		120			
Course Coordinator	Prof. Dr. Christian Coenen				
Telephone / Email	+41 58 934 56 30		coen@zhaw.ch		
Lecturer(s)	Prof. Dr. Susanne Hofer				
Speaker(s)	Prof. Dr. Christian Coenen				
Associate(s)					

EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)

<p>Learning Outcomes and Competencies</p>	<p>In most companies, strategy processes are well established. Nevertheless, according to recent studies, around 70% of strategic plans fail to achieve their goals. The Executive Management is responsible for the implementation of the strategy. The CFMO as member of the Executive Team and responsible for Facility Management has also to assume the respective responsibility.</p> <p>Precise and careful analysis is the basis for every strategic process:</p> <ul style="list-style-type: none"> • Macro environment • Markets • Industries and sectors • Customers • Competitors • Own capabilities and products <p>Upon completion of this module students will be familiar with the first phase of the strategy process:</p> <ul style="list-style-type: none"> • The nature of strategic management • The instruments of strategic analysis • The nature of company's' external and internal key drivers <p>Upon completion of this module students will have an understanding of</p> <ul style="list-style-type: none"> • using strategic analysis tools • understanding the external and internal key drivers • the importance of strategic analysis in the strategic process
<p>Course Content</p>	<p>In today's business world a continuous strategy process and rigorously implemented strategies are of paramount importance for the success of companies, institutions and non-profit organisations. Therefore their leaders have to understand strategy processes. The first phase of such processes is to develop a strategic analysis. Only after the completion of a sound analysis we can start to develop strategies.</p> <p>In this course the options and chances, risks and challenges for the company and its business are discussed.</p> <p>The course encourages students to critically assess theories and concepts and to transfer them into the corporate and business (FM) context.</p> <p>The students will</p> <ul style="list-style-type: none"> • learn about most recent theories and concepts in terms of strategic analysis • get to know existing logics and determinants • be introduced to well established tools and systems in order to be able to implement suitable theories and concepts - to the benefit of the strategic development of the business • identify, analyze and evaluate external and internal key drivers and their importance and influence on the value chain • analyze and understand the relevance of these drivers for the facility management

EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)

Language of Instruction	English
Expected Attendance	Attendance is expected and strongly recommended. Mandatory attendance on selected dates – the exact dates will be provided at the beginning of the course.
Assessment	Written Exam (100 %)
Course Materials / References	Students will be provided with selected texts (from textbooks or renowned scientific journals) and online material.
Entrance Requirements	Case Study I
Follow-up Courses	FM Environment, Business Processes and Value Management, Master's Thesis
Comments	The Business Environment Module is one of three strategic modules and focuses on the external and internal key drivers of a company.