

## Modul Cover Sheet

<b>Study Programme</b>	MSc in Facility Management	
<b>Study Year</b>	2018_19	
<b>Module</b>	<b>Business Processes and Value Management</b>	
<b>Code</b>	n.MA.FM.BPVM.16FS	
<b>Status</b>	Compulsory Module	
<b>*Type</b>	<b>C</b> X	<b>R</b> <b>M</b>
<b>ECTS-Credits</b>	3	
<b>Workload</b>	90	
<b>Regulations applications</b>	<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>	
<b>Module Coordinator</b>	Prof. Dr. Christian Coenen	
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<b>Comments</b>		

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

EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)

### Consecutive Sheet

<b>Study Programme</b>	MSc in Facility Management				
<b>Study Year</b>	2018_19				
<b>Course</b>	<b>Business Processes and Value Management</b>				
<b>Code</b>	n.MA.FM.BPVM.16FS.V				
<b>Module</b>	Business Processes and Value Management				
<b>Status</b>	Compulsory Course				
<b>*Type</b>	<b>C</b>	<b>X</b>	<b>R</b>	<b>M</b>	
<b>Regulations applicable</b>	<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)					
	<b>1. Sem.</b>	<b>2. Sem.</b>	<b>3. Sem.</b>	<b>4. Sem.</b>	<b>5. Sem.</b>
<i>Lectures</i>		36			
<i>Coached Self-study</i>		24			
<i>Autonomous Self-study</i>		30			
<i>Total Workload</i>		90			
<b>Course Coordinator</b>	Prof. Dr. Christian Coenen				
<b>Telephone / Email</b>	+41 58 934 56 30		christian.coenen@zhaw.ch		
<b>Lecturer(s)</b>	Prof. Dr. Christian Coenen				
<b>Speaker(s)</b>	Prof. Dr. Susanne Hofer				
<b>Associate(s)</b>	Dr. Lars Baacke				
	Niccole Jordan				

EUROPEAN CREDIT TRANSFER SYSTEM (ECTS)

<p><b>Learning Outcomes and Competencies</b></p>	<p>When a company fails to execute its strategy, or crucial key drivers suddenly change, the first thing managers often think to do is restructure. But research shows that the fundamentals of a good execution starts with clarifying decision rights and making sure information flows where it needs to go. Furthermore, the feasibility of alternatives should be available because if leaders get those issues right, the correct (re-) structure often becomes obvious.</p> <p>Upon completion of this module students will be familiar with:</p> <ul style="list-style-type: none"> <li>• The nature of strategic farsightedness</li> <li>• The nature of corporate and business restructuring including all financial tasks</li> <li>• FMs aid for restructuring and its need to be linked to the overall restructure</li> <li>• The instruments of outlining such a restructure in the FM context</li> <li>• The nature of change management in terms of restructure</li> </ul> <p>Upon completion of this module students will have an understanding of</p> <ul style="list-style-type: none"> <li>• How to use strategic farsightedness</li> <li>• How to use restructuring tools</li> <li>• financial and legal possibilities and the effects of such a restructure</li> <li>• change management within a restructure</li> </ul>
<p><b>Course Content</b></p>	<p>Today's business world strongly believes strategies are considered of paramount importance for the success of companies, institutions and non-profit organizations. Unfortunately, even perfect designed strategies can fail due to external circumstances. To change the threat of failure, business leaders have to have the ability of strategic farsightedness or the ability to manage the restructure process.</p> <p>In this course the options and possibilities, risks and challenges for the company are discussed.</p> <p>The course encourages students to critically assess theories and concepts and to transfer them into their business.</p> <p>The students will</p> <ul style="list-style-type: none"> <li>• learn about most recent theories and concepts in terms of corporate and business restructuring</li> <li>• get to know existing logics and determinants</li> <li>• be introduced to well established tools and systems in order to be able to implement suitable theories and concepts - to the benefit of the business.</li> </ul>

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<b>Language of Instruction</b>	English
<b>Expected Attendance</b>	Attendance is expected and strongly recommended. Mandatory attendance on selected dates – the exact dates will be provided at the beginning of the course.
<b>Assessment</b>	Written Exam (100%)
<b>Course Materials / References</b>	Students will be provided with selected texts (from textbooks or renowned scientific journals) and online material.
<b>Entrance Requirements</b>	Case Study I
<b>Follow-up Courses</b>	Master's Thesis
<b>Comments</b>	<p>The Business Processes and Value Management Module is the third of three strategic modules and builds upon the Business Environment and FM Environment Modules. Therefore we recommend to attend all three Modules in the same term or to attend the Business Processes and Value Management Module in the following term.</p> <p>The focus of the Business Processes and Value Management Module lies on the strategic decision making processes within a strategic crisis and turn-around situation.</p>