

Timetable Module Strategy (STR)

| Autumn 2025 | Monday                                                           | Tuesday                                               | Wednesday                                  | Thursday                                                  |                                               | Friday                                  |
|-------------|------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------|-----------------------------------------------|-----------------------------------------|
| 8.00 h      | Fundamentals of International Management<br>(Flankova 4.5 ECTS)  | La stratégie au-delà du marché<br>(Mena 4.5 ECTS)     |                                            | Developing an<br>Innovation Strategy<br>(Nüesch 4.5 ECTS) | Advanced<br>Microeconomics<br>(Büchel 6 ECTS) |                                         |
| 9.00 h      |                                                                  |                                                       |                                            |                                                           |                                               |                                         |
| 10.00 h     |                                                                  |                                                       |                                            |                                                           |                                               |                                         |
| 11.00 h     |                                                                  |                                                       |                                            |                                                           |                                               |                                         |
| 12.00 h     | Politiques des marchés et de la concurrence<br>(Gugler 4.5 ECTS) | Business & Sustainable Development<br>(Mena 4.5 ECTS) | Märkte und Strategien<br>(Büchel 4.5 ECTS) |                                                           |                                               | Marketing Strategy<br>(Furrer 4.5 ECTS) |
| 13.00 h     |                                                                  |                                                       |                                            |                                                           |                                               |                                         |
| 14.00 h     |                                                                  |                                                       |                                            |                                                           |                                               |                                         |
| 15.00 h     |                                                                  |                                                       |                                            |                                                           |                                               |                                         |
| 16.00 h     |                                                                  |                                                       |                                            |                                                           |                                               |                                         |
| 17.00 h     |                                                                  |                                                       |                                            |                                                           |                                               |                                         |

Block course: Case studies in International Strategy (Jenisch 4.5 ECTS), various days  
Block course: Strategic Value Creation (Hilb 3 ECTS) 3 Thursdays, alternating with Developing an Innovation Strategy & Seminar in Social Entrepreneurship

| Spring 2026 | Monday                                                       | Tuesday | Wednesday                                              | Thursday                                                                           | Friday |
|-------------|--------------------------------------------------------------|---------|--------------------------------------------------------|------------------------------------------------------------------------------------|--------|
| 8.00 h      |                                                              |         | Organisational Economics<br>(Herz 4.5 ECTS)            |                                                                                    |        |
| 9.00 h      |                                                              |         |                                                        |                                                                                    |        |
| 10.00 h     |                                                              |         |                                                        |                                                                                    |        |
| 11.00 h     | Microeconomics of Competitiveness (MOC)<br>(Gugler 4.5 ECTS) |         |                                                        | Strategic Management of privately-owned Family<br>Businesses<br>(Berschi 4.5 ECTS) |        |
| 12.00 h     |                                                              |         |                                                        |                                                                                    |        |
| 13.00 h     |                                                              |         |                                                        |                                                                                    |        |
| 14.00 h     |                                                              |         |                                                        |                                                                                    |        |
| 15.00 h     |                                                              |         | Advanced Topics in Decision Support<br>(Ries 4.5 ECTS) |                                                                                    |        |
| 16.00 h     |                                                              |         |                                                        |                                                                                    |        |
| 17.00 h     |                                                              |         |                                                        |                                                                                    |        |

Block course: Advanced Seminar in Strategic International Management (Morschett 4.5 ECTS)  
Block course: Winning Consulting Projects (Thom 3 ECTS) 2 Fri afternoons & 3 Saturdays (06.-28.03.2026)  
Block course: Collaborative Value Creation in Ecosystems (Hilb 4.5 ECTS) 5 Saturdays (21.02.-21.03.2026), 9-17 h  
Block course: Intercultural Business Projects (Furrer/Morschett 4.5 ECTS) 1 Thursday & 2 Wednesdays 16-18 h  
Bachelor course: MAN08E: Strategic Management (Mena 4.5 ECTS) Mon 9-12 h  
Bachelor course: MAN08F: Management stratégique (Mena 4.5 ECTS) Mon 13-16 h

| Autumn 2026 | Monday                                                           | Tuesday                                                                                                    | Wednesday | Thursday                                                           |                                               | Friday                                                 |
|-------------|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------|
| 8.00 h      | Fundamentals of International Management<br>(Flankova 4.5 ECTS)  |                                                                                                            |           | Developing an<br>Innovation Strategy<br>(Nüesch 4.5 ECTS)          | Advanced<br>Microeconomics<br>(Büchel 6 ECTS) | Advanced Strategic Management Seminar<br>Mena 4.5 ECTS |
| 9.00 h      |                                                                  |                                                                                                            |           |                                                                    |                                               |                                                        |
| 10.00 h     |                                                                  | Markt und Strategie von Nonprofit-Organisationen<br>(bilingue) Marché et stratégie des organisations à but |           |                                                                    |                                               |                                                        |
| 11.00 h     |                                                                  | non lucratif (Gmür 4.5 ECTS)                                                                               |           |                                                                    |                                               |                                                        |
| 12.00 h     | Politiques des marchés et de la concurrence<br>(Gugler 4.5 ECTS) |                                                                                                            |           | Entreprises locales et chaînes de valeur globales<br>Mena 4.5 ECTS |                                               |                                                        |
| 13.00 h     |                                                                  |                                                                                                            |           |                                                                    |                                               |                                                        |
| 14.00 h     |                                                                  |                                                                                                            |           |                                                                    |                                               |                                                        |
| 15.00 h     |                                                                  |                                                                                                            |           |                                                                    |                                               |                                                        |
| 16.00 h     |                                                                  |                                                                                                            |           |                                                                    |                                               |                                                        |
| 17.00 h     |                                                                  |                                                                                                            |           |                                                                    |                                               |                                                        |

Block course: Case studies in International Strategy (Jenisch 4.5 ECTS), various days  
Block course: Strategic Value Creation (Hilb, 3 ECTS) 3 Saturdays: 10. & 17.10.2026, 9 - 17 h; 24.10.2026, 9 - 13 h

| Spring 2027 | Monday                                                                          | Tuesday | Wednesday                                              | Thursday                                                      | Friday |
|-------------|---------------------------------------------------------------------------------|---------|--------------------------------------------------------|---------------------------------------------------------------|--------|
| 8.00 h      |                                                                                 |         | Industrial Organization<br>(Herz, 4.5 ECTS)            |                                                               |        |
| 9.00 h      |                                                                                 |         |                                                        |                                                               |        |
| 10.00 h     |                                                                                 |         |                                                        |                                                               |        |
| 11.00 h     | Microeconomics of Competitiveness (MOC)<br>(Gugler 4.5 ECTS)                    |         |                                                        | Advanced Project Management & Outsourcing<br>(Bienz 4.5 ECTS) |        |
| 12.00 h     |                                                                                 |         |                                                        |                                                               |        |
| 13.00 h     |                                                                                 |         |                                                        |                                                               |        |
| 14.00 h     |                                                                                 |         |                                                        |                                                               |        |
| 15.00 h     | Master seminar: Specific Aspects of Family<br>Businesses<br>(Bertschi 4.5 ECTS) |         | Advanced Topics in Decision Support<br>(Ries 4.5 ECTS) |                                                               |        |
| 16.00 h     |                                                                                 |         |                                                        |                                                               |        |
| 17.00 h     |                                                                                 |         |                                                        |                                                               |        |

Block course: Advanced Seminar in Strategic International Management (Morschett 4.5 ECTS)  
Block course: Intercultural Business Projects (Furrer/Morschett 4.5 ECTS)  
Block course: Winning Consulting Projects (Thom 3 ECTS) 2 Fri afternoons & 3 Saturdays  
Bachelor course: MAN08E: Strategic Management (Mena 4.5 ECTS) Mon 9-12 h  
Bachelor course: MAN08F: Management stratégique (Mena 4.5 ECTS) Mon 13-16 h

This timetable is not not binding. In some cases, courses may not be continued, postponed or day and time might change. But instead, new courses might be added. For details please see the timetable of the University:  
<https://www.unifr.ch/timetable>  
Courses in bold letters are core courses. At least 2 core courses have to be accomplished for each selected module.