

EG4B - German for Beginners - BWBh011

ECTS	2
Study language	German
Module type	Optional module (countable)
Module level additive	Advanced level
Lecturer(s)	Wehrli Andrea
Module responsibility	Wehrli Andrea
Short description of the module	Knowledge of German is explicitly not a requirement for this course. This module is designed as a "survival kit" for incoming students to feel more comfortable in a new University context and to actively participate in everyday and student life in a diglossic German-speaking environment as the city of Bern. It addresses topics such as making contact and friends, studies and work, travel and countries, shopping, home living as well as cultural experiences when living in a multilingual environment. The course content focuses on the development of the necessary vocabulary and its communicative use as a door opener for initial oral and written contacts. The diglossic challenge (coexistence of Swiss German and Standard German) in the real living environment of the city is an integral part of the discussion.
Entry requirements	Openness and curiosity
Competencies upon completion	Subject: Students At the end of the course students will be able to - take the first steps in interacting with German speakers and communicating on a basic level in German in some everyday situations at university, at work, in the supermarket, in a restaurant, at public authority offices, when looking for accommodation and when travelling - use sentences and expressions to satisfy specific needs of daily life at university and at work - be able to describe themselves, their preferences and the area in which they work - ask others about themselves and answer questions on where they live, their hobbies, tastes and interests - know how to get support from digital tools. Method: Students - Develop personal learning methods (including the use of digital tools) Social: Students - Command active oral communication in everyday situations - Ask and answer open and closed questions - Actively initiate and engage in small-talk Self: Students - Learn grammar, pronunciation and conversation situations on their own - Implement and expand on what they have learned outside the classroom

EG4B - German for Beginners - BWBh011

Content	Pronunciation Basic grammar Greeting and small-talk Hobbies and sport Studies and work Eating, drinking and shopping Visiting a restaurant Telling the time The weather Home living and household Dealing with public authorities Looking for accommodation Travel as well as aspects of languages and cultures in the lives of incoming students in a multilingual environment
Teaching and learning methods	Input explanations, conversations in groups and pairs, role play, exercises also with online tools and AI. In classroom and online (virtual classroom)
Literature	Indispensable literature: - will be discussed in the first session Recommended literature: - Dictionary (online)
Workload	60 hours
Contact lessons	12 lessons (+ 5 online self-study lessons)
Competency assessment	CW13: Written test (20 %), oral test (20 %) and presentation (60 %) of the individual or group project. Group formation by students.
Mode of repetition	If the module as a whole is not passed, an Individual work can be submitted (to be submitted in the last semester week).
Comment	This course (A.0) is exclusively for exchange students (Incoming-Students) and for students of the BSc International Business Administration without any prior knowledge of German nor Swiss German. If language competences are too high, participants may be excluded from the course.
Degree programme, semester	BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc International Business Administration, 2025-2026, 2 FS, TZ, Bern BSc International Business Administration, 2025-2026, 2 FS, VZ, Bern

IACC - Accounting - BWlg001

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Deglmann Florian, Gossner Stephan, Gutsche Robert
Module responsibility	Gutsche Robert
Short description of the module	Effective corporate management and sound financial decision-making require a deep understanding of both external and internal accounting. This module provides a comprehensive introduction to the fundamental principles of preparing and interpreting financial statements in accordance with the Swiss Code of Obligations (CO), IFRS and Swiss GAAP FER. Students learn to systematically generate, analyse and interpret financial information and to understand the conceptual frameworks that underpin financial reporting. The module develops core competencies essential for specialists and managers in finance, controlling and corporate financial governance.
Entry requirements	Interest in understanding the business of a firm and some confidence in dealing with numbers are advantageous for successful completion of the course.

IACC - Accounting - BWlg001

Competencies upon completion Upon successful completion of the module, students will be able to:

- Articulate the principles, objectives and regulatory frameworks governing financial reporting under CO, IFRS and Swiss GAAP FER.
- Describe the structure, content and purpose of key financial statements, including the balance sheet, income statement, cash flow statement and statement of changes in equity.
- Identify and evaluate differences in the recognition and measurement of assets, liabilities and equity across reporting standards.
- Distinguish and interpret the cost-of-sales method and the total-cost method for income statement presentation.
- Assess a firm's financial condition using core analytical metrics such as ROE, ROA, liquidity ratios and leverage measures.
- Evaluate operational efficiency and profitability using internal accounting data.
- Conduct break-even analyses, contribution margin calculations and pricing threshold assessments.
- Analyse the effects of cost structures and variances on managerial control and performance measurement.
- Apply appropriate accounting treatments, including accruals, deferrals and depreciation, to a variety of business transactions.
- Classify cost types, allocate overhead and perform internal cost transfers.
- Apply major costing techniques, including absorption, division and equivalence number costing.
- Quantify the financial impact of investment, financing and performance drivers on shareholder value.
- Present financial analysis results in a structured, data-driven format using relevant key indicators.
- Explain the distinctions among statutory financial statements, tax accounts and consolidated financial statements.
- Formulate well-supported recommendations for pricing, make-or-buy assessments and operational decision-making based on cost information.
- Describe the legal function of CO financial statements and their relevance for dividend distributions.
- Evaluate accounting policy discretion and its implications for transparency, comparability and decision usefulness.
- Analyse tax-related differences relative to commercial accounting standards.

IACC - Accounting - BWlg001

Content

1. Introduction to Accounting

- Distinction between external and internal accounting
- Purpose and users of financial reporting
- Overview of CO, IFRS, Swiss GAAP FER and tax regulations
- Core financial statements
- Integrated reporting and ESG considerations

2. Reporting Principles and Frameworks

- Conceptual models under IFRS and FER vs. CO
- Structure of financial statements
- Double-entry systems

3. Asset Measurement

- Recognition and measurement principles
- Inventories, receivables, intangible assets
- Historical cost, fair value, impairment

4. Income Measurement

- Accruals, deferrals and matching
- Depreciation methods
- Revenue and expense timing

5. Income Statement Formats

- Cost-of-sales vs. total-cost method
- Production cost definitions
- Managerial implications

6. Liabilities, Equity and Distributions

- Classification of financial obligations
- Equity components and reserves
- Dividend and distribution rules under CO

7. Cash Flow Reporting

- Direct and indirect methods
- Operating, investing and financing flows
- Liquidity and solvency assessment

8. Profitability and Value Creation

- Key profitability ratios

IACC - Accounting - BWlg001

- Economic Value Added
- Links to capital markets and ESG

9. Cost Structures and Allocation

- Cost types and cost behavior
- Overhead allocation and internal charging
- Transfer pricing considerations

10. Costing Techniques

- Absorption, division and equivalence costing
- Applications in pricing and quotation analysis

11. Contribution and Short-Term Analysis

- Variable costing
- Contribution margins and break-even
- Pricing decisions and capacity constraints

12. Budgeting and Variance Analysis

- Standard costing and flexible budgets
- Volume and usage variances
- Performance implications

Teaching and learning methods

The module integrates lecture-based instruction with interactive, practice-oriented learning methods. Real-world company data and case studies are used to reinforce conceptual understanding. Exercises, discussions and group assignments promote applied analytical skills. Students complete independent work on financial statement analysis, cost accounting and managerial decision-making using Excel and, where available, Bloomberg / LSEG Workspace.

Literature

Lecture materials and slide decks provided on Moodle

Supplementary readings (selected textbook chapters, academic articles and practice-oriented studies) as specified on Moodle

Workload

180 hours

Contact lessons

56 lessons (14 weeks x 4 lessons per week)

IACC - Accounting - BWlg001

Competency assessment	Electronic exam on moodle, 90 minutes, 100 %, end of semester during official exam weeks (CW26&27)
Aids for written examination	None, except: - Calculator in line with university policy (TI-30 model) - Dictionary mother tongue - examination language
Mode of repetition	Electronic exam on moodle, 90 minutes, 100 %
Follow-up modules	This course provides the foundational knowledge required for advanced coursework in financial accounting, managerial accounting, finance and taxation. It also develops analytical, conceptual and decision-oriented competencies essential for business administration and strategic management.
Degree programme, semester	BSc International Business Administration, 2025-2026, 2 FS, VZ, Bern BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern

IEN2 - Business English 2 - BWlg003

ECTS	3
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Bennie Ross, Faminoff Mangold Valerie
Module responsibility	Bennie Ross, Faminoff Valerie
Short description of the module	The IEN2 module: - develops CEFR C1 level English communication skills in advanced business vocabulary, listening, and business writing - follows and complements IEN1
Entry requirements	- Vocational baccalaureate diploma - CEFR B2+ level of English - Previous completion of, or exemption from, IEN1 expected for internal BFH-W students.
Competencies upon completion	The goal of IEN2 (in combination with iEN1 the previous semester) is to bring students proficiency in business English communication to an advanced level. This underpins their studies in the rest of the degree programme and allows them to act more effectively in the business world on completion of their studies. Specialised skills - produce accurate and appropriate business English vocabulary - demonstrate ability to write in clear and concise business English Problem solving/design thinking (related: methodological competence) - develop and practise listening skills suited to different situations - solve classroom discussion problems Collaboration (related: social skills) - group discussion (physical and digital) - comparing notes Self-management (related: personal skills) - independent self study - manage time and stress effectively Dealing with complexity - recognise, understand, choose, and apply appropriate business English vocabulary - assimilate background information and respond in writing, in a timely and accurate manner in an appropriate register

IEN2 - Business English 2 - BWlg003

Content

14 x 90-minute weekly classes; attendance optional, apart from:

- two Moodle vocabulary tests
- one 90-minute class allocated to a midterm writing test during class time

see **Teaching and learning method** below for **typical learning cycle** in class:

- lecturer input and/or student self-study on listening strategies and writing techniques
- vocabulary themes: logistics, company finance, global economy, competitive strategy, marketing, business writing

Teaching and learning methods

The course exercises all six levels of Bloom's taxonomy; for example:

- identify and recall business English vocabulary
- rewrite and paraphrase vocabulary in required course literature exercises
- activate and apply learned vocabulary in discussion and use it to solve problems
- compare and contrast different business approaches
- set up talking points for informal presentations
- evaluate and critique peer writing-practice classwork

A typical learning cycle would be:

- individual self-study: learn the vocabulary of international trade tariffs in the required literature
- guided self study: prepare arguments either for or against free trade
- in class the following week: activate the prepared vocabulary in group discussion and problem solving
- additional lecturer input or practice of writing tips, listening skills, etc.
- identify vocabulary to be prepared and topic to research for the next class

Time proportions (3 ECTS, 90 hours):

- 30% contact lessons
- 30% individual self study: vocabulary
- 15% writing practice & feedback
- 15% guided self study: online research of informal group presentation/discussion themes
- 10% pre-exam review

Literature

Required (**same as for iEN1**)

- [print and ebook version](#) for Android & iOS tablet users: **Bill Mascull (2017) Business Vocabulary in Use Advanced, Third Edition** (with answers & enhanced ebook, including audio) Cambridge University Press, ISBN-10: 1316628221 / ISBN-13: 978-1316628225

OR

- **Bill Mascull (2017) Business Vocabulary in Use Advanced, Third Edition** (with answers) Cambridge University Press, ISBN-10: 131662823X / ISBN-13: 978-1316628232

Workload

90 hours

Contact lessons

2 x 45 minutes, weekly during semester
half classes, mixed groups of full- and part-time students

IEN2 - Business English 2 - BWlg003

Attendance requirement

There is no obligatory attendance requirement for IEN2, but students are recommended to attend at least 50% of classes to familiarise themselves with the techniques required if they wish to complete the course successfully.

It is strongly recommended to take the two vocabulary tests and midterm writing test which take place during class time (see **Competency assessment** below for dates) as together these are worth 40% of the total grade for IEN2.

Absences covered under Art. 22 of the "Rahmenreglement für Kompetenznachweise an der Berner Fachhochschule (KNR)" e.g. military, accidents, illness, funerals, etc. will be exempted from this ruling. However, you must give proof of the validity of your absence (doctor's certificate, military orders etc.) to your lecturer in the first class after the absence. Note that absences related to work or problems with transport are not covered by this article.

Competency assessment

listening (20%, final exam)

- two-part multiple-choice test in written exam in evaluation period at end of semester (CW26/27), combined with reading comprehension exam (see below). Bring your own device (BYOD).

vocabulary (20%, class time)

- two 15-minute Moodle vocabulary tests (multiple-choice cloze) in class time (CW12 & 21) during the semester (BYOD).

writing (20%, class time)

- 45-minute midterm writing test during the semester (CW13) (BYOD).

reading comprehension (40%, final exam)

- multi-part comprehension tasks, testing various aspects of reading included in written exam in evaluation period at end of semester (CW26/27), 90 minutes. Hybrid exam with texts printed on paper, but questions and answers on Moodle (BYOD).

final exam (60%)

midterm email writing test (20%)

two vocabulary tests (20%)

All assessment is individual. No group assessment.

Aids for written examination

None permitted.

Mode of repetition

1. Repeat students must repeat the final exam.
2. Repeat students may **not** repeat class-time assessments (vocabulary & writing) for which they already received a grade of 4 or more.
3. Repeat students who scored <4 for the two vocabulary tests may: a) transfer **both** previous vocabulary test grades, or b) retake **both** vocabulary tests. Partial transfer of a single score or retaking a single test is not possible.
4. Repeat students who scored <4 for the mid-semester writing test may: a) transfer the previous mid-semester writing grade, or b) retake the writing test.

Follow-up modules

None.

Degree programme, semester

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 BSc International Business Administration, 2025-2026, 2 FS, TZ, Bern
 BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
 BSc International Business Administration, 2025-2026, 2 FS, VZ, Bern

IHRM - Human Resource Management - BWIg011

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Sonderegger Andreas, Straub Caroline
Module responsibility	Straub Caroline
Short description of the module	The module IHRM explains how successful companies manage human resources in order to compete effectively in a dynamic, global environment. It combines the relevant aspects from work and organizational psychology, human resource management and international labor law.
Entry requirements	Problem-solving competences: Students - bring initial problem-solving skills and can carry out a situation analysis. Social skills: Students - bring basics of teamwork skills Self-management: Students - bring basics of time management skills Dealing with complexity: Students - bring the basics to work on cross-topics.
Competencies upon completion	Technical competencies: Students - know the main topics within the areas of work and organizational psychology, HRM and labor law; - can explain the interplay of concepts and instruments from work and organizational psychology, HRM and labor law; - precisely reproduce technical terms from the three subject areas and can apply them to analyse work-related situations. Problem solving competencies: Students - recognize employees in the company as a competitive resource and the strategic importance of personnel-related activities as a consequence; - can use their theoretical knowledge to solve concrete practical situations; - know how to research additional information to expand their knowledge. Collaboration: Students - get to the bottom of things by asking lecturers and / or colleagues; - can discuss constructive solutions in the group. - learn to work in a cross-cultural team Self-management: Students - plan their knowledge development independently; - develop personal judgment, analysis and decision-making skills. Dealing with complexity: Students - know methods in the context of agility
Teaching and learning methods	- 1h video podcast (asynchron) plus 3h contact lectures (synchron) onsite per week. - Self-study and case study to prepare for exam over the term - Coaching during lectures on topics related to personality / motivation, interviewing etc.

IHRM - Human Resource Management - BWlg011

Literature	Required readings will be posted on Moodle for each session. Suggested text book for review in BFH library: <u>Work and organizational psychology</u> - Robbins & Judge (2018) Essentials of Organizational Behavior, 14th Edition, global edition. Pearson (can be found in BFH library) <u>Human resource management</u> - Jackson & Schuler (2018) Managing human resources, 12 th Edition, New York : Oxford University Press (can be found in BFH library including older versions)
Workload	6 ECTS credits (180 hours)
Contact lessons	Weekly - 14 times, regular semester time (Each week students receive a 45min podcast lecture (asynchron at home) followed by 3h of lessons at school)
Attendance requirement	First lecture and on the day of your group presentation.
Competency assessment	- 80% (individual): an online exam of 60 minutes during regular exam period. Grade assess whether students understand the basic concepts at of HR, OB and Labor Law knowledge. - 20% (group): group presentation on topic provided by lecturers (from CW15 onwards). Presentations should prepare students to explore, prepare and present an HR, OB or Labor Law subject from an international respectively cross cultural perspective
Aids for written examination	- the English texts "The Employment Contract, Code of Obligations Art. 319 - 362" and "Federal Act on Gender Equality"; highlightings and post-its are allowed; but notes of any kind are not permitted - Printed dictionary mother tongue - English For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.
Mode of repetition	Retake of the exam.
Follow-up modules	Leadership Mindfulness & Positive Psychology Managing people globally Sustainable Business
Degree programme, semester	BSc International Business Administration, 2025-2026, 2 FS, VZ, Bern BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern

IMAR - Marketing - BWlg005

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Ammann Clemens, Stöckli Sabrina
Module responsibility	Stöckli Sabrina
Short description of the module	This module will provide you with a fundamental understanding of how firms develop marketing strategies for their products/services and how they implement these strategies through specific marketing instruments. In addition, you will be enabled to consider the client as the centre of all marketing activities and to provide value and benefits in a way that customer acquisition and retention can be built within the digital age. You will learn to manage marketing challenges within fast-changing trends and topics. Moreover, the course will also cover special topics such as B2B marketing and sustainable/responsible marketing. We will also consider how each of these challenges might play out differently in international contexts. Complementary to the transfer of theoretical knowledge, you will benefit from guest lecturers who will enrich the module with vivid insights into their daily professional practice.
Entry requirements	Basic business know-how, solid command of English language
Competencies upon completion	• <u>After successful completion of the module you will:</u> • understand the importance of marketing within the micro-economic business context • hold the knowledge required to make substantiated marketing decisions in different contexts • be familiar with the participants of a market and how to serve them • apply specific tools and techniques to conduct marketing analyses and support decision-making in diverse business contexts • have acquired the fundamentals relevant to study further marketing modules • <u>Social and personal competencies:</u> • reflecting on marketing-related activities and their implications for your business and the consumers • Identify and contribute with your individual strengths to develop solutions as an active member of a team • ability to reflect on the impact that marketing has on the society
Content	<u>Shaping Marketing Strategies:</u> - Key aspects of a successful marketing strategy - Analysis of the initial strategic situation - Formulation, evaluation, and selection of marketing strategies - Managing marketing information to gain customer insights <u>The Marketing Mix:</u> - Product and brand decisions & innovation management - Pricing decisions - Place/ Sales decisions (including retailing and e-commerce) - Promotion (Communication) decisions & engaging consumers <u>Special Topics:</u> - Business-to-Business marketing - Sustainable and responsible marketing

IMAR - Marketing - BWlg005

Teaching and learning methods	Video-lectures Exercises Discussions Self-study Group work Guest lectures
Literature	The module is based on: Homburg, C., Kuester, S., Krohmer, H., (2013): Marketing Management: A Contemporary Perspective, 2nd edition. UK, McGraw-Hill
Workload	180 hours
Contact lessons	12-13 Video-lectures discussing the relevant principles and concepts of marketing 12-13 Live sessions to elaborate on the content of the lectures through exercises, discussions and case studies
Attendance requirement	Mandatory attendance for kick-off session (CW5)
Competency assessment	Written exam, online, multiple choice and open questions, 90 minutes, 100%
Aids for written examination	Pocket calculator (only TI-30 models are permitted) Dictionary in mother tongue - examination language For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.
Mode of repetition	Retake of the exam
Follow-up modules	- Digital Marketing Strategy - International Marketing - Consumer Behavior - Service Marketing - Brand Management - Behavior Change & Sustainability
Degree programme, semester	BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc International Business Administration, 2025-2026, 2 FS, VZ, Bern

IMAT - Mathematics - BWlg006

ECTS	3
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Krebs Michel, Kurpisz Adam Andrzej, Kwuida Léonard
Module responsibility	Krebs Michel
Short description of the module	The most important economic functions are discussed. The derivation of a real-valued function in a variable is introduced and used to optimise economic processes. The concepts of vectors and matrices are learnt and used to describe economic processes.
Entry requirements	Mathematics level Vocational Baccalaureate
Competencies upon completion	Subject: Students - will have knowledge of and application of such mathematical concepts as differential calculus in one variable. Method: Students - will be able to recognise situations where the appropriate mathematical theory can be employed. Social: Students - will solve problems through use of varied techniques and methods. Self: Students - will be able to put themselves in the area of different subjects and to critically reflect on the possible personal consequences. They will be able to learn and study by themselves.
Content	• Linear equations • Non-linear equations • Mathematics of Finance • Differentiation • Matrices
Teaching and learning methods	The lectures present the theory and are provided as short video tutorials. Weekly short tests make sure that students watch these tutorials before the exercise classes.
Literature	MATHEMATICS FOR ECONOMICS AND BUSINESS Ian Jacques Pearson Academic ISBN: 978-1-292-19166-9 e-book is available for free (for enrolled students only)
Workload	90 hours
Contact lessons	56 lessons

IMAT - Mathematics - BWlg006

Attendance requirement

Attendance during the first week of the semester is strongly recommended.
Mid-term tests require attendance at the BFH. Regulations for this will be announced during the first week.

Mid-term tests will be held in calendar weeks 11, 15, 18 and 21.

Competency assessment

90-minute electronic exam at the end of the semester (weeks 25/26/27), weighted 2/3.

Four mid-term tests are held during the semester. The average of the best three results from these tests is weighted 1/3 in the final grade.

If, for excused reasons, fewer than 3 mid-term tests are taken, the weighting of the final exam increases by 1/9 for each missing test. The weighting of the average of the interim tests is reduced accordingly by 1/9 for each missing test.

Further details will be published on Moodle at the beginning of the semester.

Own laptop is mandatory.

Aids for written examination

The exam is closed book

Allowed are:
Summary of 14 A4-pages, double sided

Pocket calculator (only TI-30 models are permitted)

Printed dictionary (mother tongue - examination language)

For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.

Mode of repetition

The mean of midterm tests and the weekly short tests can be repeated at the next module implementation. The examination can be repeated at the next possible examination date of the module.

Follow-up modules

Business Analysis

Degree programme, semester

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BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern

ISTO - Strategy & Organization - BWlg010

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Braun Aron, Dey Pascal, Noppeney Claus
Module responsibility	Braun Aron
Short description of the module	In this module students become familiar with the basic concepts and methods of Strategic Management and Organizational Design. They learn how companies try to understand and adapt to a continuously changing environment and take the right decisions and implement appropriate measures in order to stay successful in the long run. The course provides insights into different theories and methods for analysing the external environment and the internal properties of a company, for understanding the various ways in which culture influences the company's strategy, for developing and implementing a new strategy, for accordingly adapting the organizational structure and for leading the company through critical phases of change. The students get the opportunity to practise the application of the presented theory on selected case studies about different industries.
Entry requirements	No special requirements; open for incoming students and students from BSc Digi
Competencies upon completion	This module aims at imparting the following set of competencies. The students • know the main topics and terms within the areas of Strategic Management, Culture and Organizational Design • are able to explain both the difference and the relationship between the different terms and concepts introduced in this module • understand why and how a company must support the implementation of a specific strategy with an appropriate organizational design • understand what geographical, field-level and organizational culture is, and how they are related to the corporations strategy • can apply selected methods and concepts of Strategic Management, Culture and Organizational Design for analyzing practical business cases and discussing strategic issues • start recognizing the relevant strategic themes and patterns when reading a newspaper article about a company • know about the limitations and weaknesses of the imparted concepts • learn to ask the right strategic questions when analyzing a given company • develop a sense for the complexity and ambiguity inherent to strategic questions in practice • are able to think about strategic topics in an accurate, coherent and concise way
Content	Basic topics of strategic management in the areas of strategy analysis, strategy development and strategy implementation.
Teaching and learning methods	The module uses a variety of teaching methods. Some sessions are based on intensive case discussion class. The cases are prepared beforehand by the students. Other classes might involve a practitioner's input or the discussion of a film or excises or exploratory research adventures. Videocasts capturing key elements of the corresponding chapters are provided online. The module requires thorough preparation and depends on student interaction in class.

ISTO - Strategy & Organization - BWlg010

Literature

Course reading:

Johnson, Whittington, Scholes, Angwin, Regnér: Exploring Strategy, 12th edition, 2020, Pearson.

Workload

6 ECTS

Contact lessons

Weekly contact lessons.

The content required for the individual lessons will be announced in advance and must be worked through individually using the book before the corresponding lesson. In addition, a corresponding videocast will be made available on Moodle approximately one week before the lesson.

The lessons are then used to consolidate the content from the book, practise its application using practical examples and also address further questions.

The first week of the semester is used to explain the structure, content, learning objectives and examination modalities of the module. In the last week, students receive further information regarding the final examination.

Attendance requirement

Mandatory attendance during the first session of the course. The remainder of the course is conducted based on voluntary student participation.

Competency assessment

Written exam: the graded final exam at the end of the semester (CW26/27) determines the final grade. The exam will take place as an individual online exam (bring your own device). It is a multiple choice exam. The lecturers will inform you about the details during the last week (semester week 14).

Duration of the exam: 90 minutes

Aids for written examination

For details to the aids allowed during written exams see "written examination regulations".

Mode of repetition

Retake of the exam.

Follow-up modules

Specialization "Innovation & Entrepreneurship" and "Global Management"

Degree programme, semester

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BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 2 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern

BSBU - Sustainable Business - BWBg011

ECTS	3
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Risi David, Schlindwein Eva
Module responsibility	Schlindwein Eva
Short description of the module	"In ten years there won't be a large entity anywhere on the planet that does not have a handle on its climate risk. Consumers, shareholders and employees won't stand for it." (The Economist 2020). In this module, we will discuss the global challenges and the different steering parameters of sustainability.
Entry requirements	None, as this is a foundation-level module.
Competencies upon completion	Subject: Students... - understand the most relevant basic terms, concepts and models related to sustainable business and apply them to real-world scenarios - recognise (current and future) global ecological, social and economic problems and challenges and can assess their significance and their interaction with the economy - improve their understanding of the complex interactions between different parameters of sustainability (i.e., individuals, policy, society, financial system, companies) - know economic and corporate concepts and approaches linked to sustainable development and can assess these in real-world examples Method: Students... - learn to use data to analyse sustainability topics in an evidence-based and critically reflected way - adopt an open-minded approach to sustainability issues - practice self-learning Social: Students... - practice discussing and presenting arguments with lecturers and classmates in order to benefit from their experience and enlarge their own knowledge and perspective Self: Students... - learn to reflect about economic, environmental and social impacts of their individual (consumer) behaviour - are sensitized for the need for sustainable development

BSBU - Sustainable Business - BWBg011

Content	Subject content: • The global ecological, social and economic challenges • Policy instruments: How can policy improve sustainability? • Collective action: What can the society do to improve sustainability? • Corporate sustainability: What can companies do to improve sustainability? • Sustainable Consumption: What can we as individuals do to improve sustainability?
Teaching and learning methods	Flipped classroom: Flipped classroom is a blended learning teaching model where students need to get acquainted with some literature or watch a video on their own. During the class, the focus is primarily on case-based practical work (alone and in groups), where the new knowledge can be applied.
Literature	Reader Sustainable Business (available online at semester start)
Workload	90 hours
Contact lessons	14 x 2 lectures - 1.5 hours per week
Attendance requirement	• Presence in the first week of the module • autumn semester: calendar week 38 • spring semester: calendar week 8 • Presence for the class tests • Presence desired at guests lecture (exact date varies each semester and will be communicated via Moodle) • Presence at final presentation (exact dates vary, but are in the oral exam week, and will be communicated via Moodle)
Competency assessment	60 % of the final grade: two electronic exams • Two 30-minute written electronic exams during the semester of 30 % each • Test 1 in semester week 6 (assessment 1) • Test 2 in semester week 13 (assessment 2) 40 % of final grade: group presentation • 15-minute group presentation + 5 minutes Q&A (assessment 3) • 50 % of this grade will be based on individual performance, 50 % on the group performance • Presentations will take place in the official oral exam week: - in the spring semester: calendar week 25 - in the autumn semester: calendar week 5 To pass the module, each of the three assessments ("Teilkompetenznachweis") needs to have been attempted.
Aids for written examination	None.

BSBU - Sustainable Business - BWBg011

Mode of repetition

Short tests during the semester

Students who miss the in class tests will be required to submit a doctor's certificate.
For these students it is possible to sit class test towards the end of the semester on an alternative date.

Repetition of the module

When repeating students **only** repeat **those assessments which did not receive a passing grade**. Repetition is possible the next time the module is offered.

If there has been a change in the type or weighting of an assessment then that assessment must be retaken as well, even it has been passed before.
The newest attempt and weightings are used to calculate the repetition grade.

Please inform your lecturer before the tests.
Since the presentation requires group work, students repeating the presentation will need to keep track of dates to register in groups and presentation appointments.

Follow-up modules

This module provides the foundations for the Business School's specialisation in sustainability.

Comment

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Degree programme, semester

BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 2 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern

WDEN - Digital Enterprise - BWG006

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Al-Azm Ivan, Rietsche Roman
Module responsibility	Prof. Dr. Roman Rietsche

Short description of the module	In today's world, continuously shaped by the unstoppable force of digitalization, various aspects of life, such as how we consume, work, communicate, and live, are experiencing significant shifts. These changes signal the rise of a new generation of startups at the forefront of digital innovation, catering to the changing demands of digital consumers and exploring previously uncharted market opportunities. At the same time, well-established companies must develop a solid digital foundation to keep up with this rapidly evolving digital landscape. This course, 'Digital Enterprise,' is strategically designed for the next generation of Information Systems professionals. It delves into the pivotal transition to a digital-centric society, a transition that challenges traditional business models and necessitates reimagining value chains, organizational structures, and professional roles in digitalization. We focus on fostering a comprehensive understanding of how digital user needs shape organizational strategies, processes, and IT architecture. We will explore model-based design theories and their practical application in crafting innovative business solutions crucial for steering companies through their digital transformation journey. As a participant in this course, you will acquire theoretical insights and practical skills essential for designing and shaping the digital core of enterprises.
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Entry requirements	Knowledge of the fundamental principles of business administration and information systems (as they are taught in "Grundlagen BWL" and "Grundlagen WI")
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Competencies upon completion	- Insight into Digitalization and Organizational Impact: Students will develop a comprehensive understanding of the influence of digitalization on businesses. They'll learn to identify the pivotal role of information technology in this shift and grasp various strategies for generating value in a digital environment. - Proficiency in Digital Enterprise Frameworks: They will cultivate a digital mindset and skills necessary to implement the 'Engineering the Enterprises Digital Core' framework in practical scenarios. This includes reshaping organizational structures to enhance their digital core. - Expertise in User-Centric Design and Value Propositions: The course will equip students to design business solutions for user needs. They will master crafting persuasive value propositions and demonstrate their concepts through prototyping. - Analysis and Modeling of Evolving Value Chains: Students will become skilled in examining and depicting the transformation of value chains due to digital advancements. They will distinguish between value creation and value capturing in digital markets. - Understanding of Digital Core and Digitized Services: The course will provide insights into the architectural makeup of a digital core in businesses and the role of IT-enabled services in creating value across various operational facets. - Critical Evaluation of Modern Work Methodologies: They will learn to critically assess and distinguish among various contemporary work methodologies (like Scrum, Less, Safe) and their implementation in a digital context. - Knowledge of Enterprise Architecture and Change Management: The course will offer an understanding of the interplay between enterprise and IT architecture and change management principles to create a digital strateg.
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WDEN - Digital Enterprise - BWG006

Content	LU01 Introduction, Business Innovation, and Digital Economy - LOOM Q&A LU02 User is King/Queen LU03 Create and Capture Value LU04 Everything Becomes a Digital Service LU05 Implementing Digital Services LU06 Digital Strategy and Change Management LU07 New Ways of Working & Agility LU08 Embedding in Enterprise Architecture LU09 Presentation skills training and storytelling LU10-11 Proposals and reports LU12 Coaching Final Presentation
Teaching and learning methods	Parallel to the lecture, students apply the methods they have learned in a running case (self-study). In addition to their own work, students assess and evaluate the solutions of their fellow students (peer review). This is intended to promote action and transfer skills. Practical presentations by decision-makers from the business also offer exciting insights into the practical relevance of the course content. Innovative, IT-supported online tools are used to promote the review of learning objectives, increase interactivity, and promote self-assessment skills during and after the lecture. The content, procedure, components, and assessment criteria of the examinations are explained in detail in the lecture.
Literature	1.Optional: Brenner et (2014). "User, Use & Utility Research", Wirtschaftsinformatik (56:1): pp. 65-71. Fließ & Kleinaltenkamp (2004). "Blueprinting the service company: Managing service processes " Journal of Business Research (57:4): pp. 392-404. Gordijn (2002). "E3-Value in a Nutshell", Krcmar (2015). " Informationsmanagement". Springer Berlin Leimeister (2020). "Dienstleistungsmanagement und -engineering", Berlin: Springer Gabler Leimeister (2015). "Einführung in die Wirtschaftsinformatik (12. Auflage)", Berlin: Springer Gabler Österle, Höning & Osl (2011). Methodenkernel des Business Engineering.
Workload	180 hours (6 ECTS)
Contact lessons	8 learning units with each 4*45-minute lecture or video. 4 learning units include presentation skills training, writing business messages and coaching Final presentation at the end of the semester.
Attendance requirement	Attendance is mandatory for the final presentations

WDEN - Digital Enterprise - BWWg006

Competency assessment

The module includes two integrated assessments:

21 points for IT-based peer feedback and reflections:

- Pass or fail

79 points Final Project includes:

- Written proposal
- Defense proposal
- Feedback & Discussion
- Presenting proposal

Overall 100 points

The final presentations will take place the last two weeks. Attendance is mandatory.

Aids for written examination

No written exam

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 2 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern

WBIS - Business Information Systems - BWG005

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Bennie Ross, Einsele Farshideh, Hofstetter Matthias
Module responsibility	Hofstetter Matthias
Short description of the module	The course aims to provide students with solid grounding in business uses of information technology in a rapidly changing environment, and to provide discussion of critical issues surrounding the use of IT in organizations in the modern business ecosystem.
Competencies upon completion	Identify, analyze, and propose possible information systems solutions to real world organizational problems. Understand the role of information technology in the acquisition, production, and distribution of goods and especially services throughout the economy. Develop an overview of the uses of information by organizational subsystems, such as operations, finance, marketing, and human resources. Build problem-solving and decision-making capabilities, in particular, with respect to operational issues. English - critical reading skills and writing a summary based on a technical article (may include a short poster presentation). Collaboration (related: social skills) - Participate in group discussions (physical and digital) - Listen and provide constructive feedback Self-management (related: personal skills) - Manage time and stress effectively - Work independently and efficiently doing self-study - Deal with complexity
Content	- Genres of Business Information Systems (Typologies and Classifications from the bibliography) - Business information Systems as corporate assets and collective intellectual capital. - Experimenting with Methodologies: Modelling, Design, Design Thinking (Data and Information Modelling, design based on user requirements, general principles of design thinking applied in the BIS context) - Business data ecosystems: ownership and lifecycle management - BIS as the mirror of the company culture and values: development of corporate policies and governance of Business Information Systems - Information Flows and Information Supply Chains (Business Information Systems as part of supplier and customer networks e.g. CRM and SCM) - The users perspective: Productivity, efficiency, acceptance, usability, user experience, ergonomics, key performance metrics (implications on ethics); user styles and behavior - Work with a Data Visualization tool (Tableau) to understand and work with data Visualization
Teaching and learning methods	For the course we shall combine classroom-study and self-study. 4 x 180' will be taught by Prof. Einsele. English will be presented by Prof. Bennie. (4 x 90'). Prof. Hofstetter will teach 6 x 180' and 4 x 90' (co-teaching with Prof. Bennie).

WBIS - Business Information Systems - BWWg005

Literature

There will be no textbook for use in the course.

A selected set of research papers and articles will be offered to the students for discussion in the class and for self-study.

Case studies and discussion papers are used in group work by Prof. Hofstetter.

Workload

6 ECTS / 180 h

Contact lessons

Weekly 4 x 45 minutes

Attendance requirement

Week 18

Competency assessment

Assessment will be as follows:

- 20% by Prof. Einsele for Dashboard Project, submission in week 23

- 20% by Prof. Hofstetter for Assignment Papers; Presentation in week 18, Submission of the Assignment Paper in week 23

- 30% English, presentation in week 18, submission of the English posters in week 17

- 30% final exam will take place during the official exam week. The final online exam (bring your own device) duration is 60 minutes. It consists of:

- 15% by Prof. Einsele, consisting of a combination of true/false questions, multiple choice exercises and free text questions.
- 15% by Prof. Hofstetter, consisting of a combination of true/false questions.

Final grade = 20% Project Dashboard + 20% Assignment Papers + 30% Final Exam + 30% English = 100%

Aids for written examination

- **One (1)** PDF File with the **maximum size of 1 MByte** should be uploaded to camp.la.bfh.ch one week prior to the exam date.
- Mothertongue Dictionary
- BFH calculator or similar device

Mode of repetition

Passed partial competency assessments will be credited when the module is repeated.

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 2 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern

WENG - English - BWWg002

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Bennie Ross, Bürki Jacqueline, Winkler Dorothee Maria
Module responsibility	Bennie Ross, Bürki Jacqueline
Short description of the module	This module aims to: - to develop your oral Business English language skills as well as your research skills - to expand on your business vocabulary - to develop an understanding of how to work with people from different cultural backgrounds
Entry requirements	- Vocational baccalaureate diploma - CEFR B2+ level of English
Competencies upon completion	Students - can reflect on and develop their intercultural competence development - can discuss and present theoretical foundations and practical applications from the field of culture and business topics applicable in a corporate environment. - can conduct academic research and develop an annotated bibliography - can give effective mini and longer presentations in English (structure, business vocabulary, signposts, etc) - can work efficiently and effectively in groups.
Content	This course will introduce a variety of themes from today's business working environment such as: understanding the role of culture, communicating across cultures, businesses expanding abroad, expansion strategy, looking at the 'environmental' factors, managing projects, and motivating and leading people. Skills: - preparing and developing an annotated bibliography - preparing and participating in a longer presentation - undertaking reflective writing tasks - reading and understanding business case studies Vocabulary building, grammar revision, presentations skills. Reflective writing skills will be introduced and practised.

WENG - English - BWG002

Teaching and learning methods

The course exercises all six levels of Bloom's taxonomy; for example:

- identify and recall business English vocabulary
- rewrite and paraphrase vocabulary in required course literature exercises
- activate and apply learned vocabulary in discussion, use it to solve problems, and give presentations
- compare and contrast different business approaches
- set up talking points for informal presentations

Time proportions (6 ECTS, 180 hours):

- 30% contact lessons
- 35% research and annotated bibliography
- 10% guided self study tasks
- 15% vocabulary development
- 10% presentation preparation

Literature

Course material will be found on Moodle.

Mandatory Coursebook:

Bill Mascull (2017) Business Vocabulary in Use Advanced, Third Edition (with answers) Cambridge University Press, ISBN 978-1316628232

OR

print and ebook version for Android & iOS tablet users: Bill Mascull (2017) Business Vocabulary in Use Advanced, Third Edition (with answers & enhanced ebook, including audio) Cambridge University Press, ISBN 978-1316628225

Workload

180 hours (6 ECTS points)

Contact lessons

14 x 180-minute weekly classes; attendance optional, apart from:

- first week of semester
- two Moodle-based vocabulary tests (see **Attendance requirement**)
- pre-presentation coaching (see **Attendance requirement**)
- final presentation (see **Attendance requirement**)

Attendance requirement

- first week of semester CW8
- two Moodle-based vocabulary tests (see timetable: CW11 & 17)
- pre-presentation coaching (see timetable: CW18)
- final presentation (see timetable: CW21/22)

Any organised excursions/guest lectures (as per course timetable) as well as for all assessments and the final presentations.

Absences covered under Art. 22 of the "Rahmenreglement für Kompetenznachweise an der Berner Fachhochschule (KNR)" e.g. military, accidents, illness, funerals, etc. will be exempted from this ruling. However, you must give proof of the validity of your absence (doctor's certificate, military orders etc.) to your lecturer in the first class after the absence. Note that absences related to work or problems with transport are not covered by this article.

WENG - English - BWWg002

Competency assessment

1. Annotated bibliography of presentation sources, mid-term, submitted a few weeks in advance of the presentation (see below). If this document is not completed to the satisfaction of the lecturer, the group will not be permitted to make its presentation (CW17).
2. One 25-30-minute group presentation, based on research, **integrating** cultural aspects, business topics, and presentation language (**70%** group/individual grade). In class time, towards the end of the semester (CW21/22). **To complete the module successfully, a student must achieve a grade of at least 4 for the presentation.**
3. Two 20-minute Moodle vocabulary tests (multiple-choice cloze) in class time (CW11 & 17) during the semester (2 x 15% = **30%**, individual grade).

Evaluation matrix and criteria will be available to students; assessment criteria will be discussed in class.

Aids for written examination

- No aids of any kind allowed for the vocabulary tests.
- Lernstick & Campla must be used.

Mode of repetition

- Repeat students may only repeat the presentation if they previously received a grade < 4 for it.
- Repeat students may only repeat **both** vocabulary tests if they previously received a combined grade < 4.
- Repeat students who scored < 4 for the two vocabulary tests together may: a) transfer both previous vocabulary test grades, or b) retake both vocabulary tests. Partial transfer of a single score or retaking a single test is not possible.

All of these restrictions are only possible if there is no change to the module description and the assessment format.

Follow-up modules

As the course is offered in English and is designed to foster active student engagement, it should provide students with the confidence to actively engage in further modules taught in English. The course also lays the basis for further intercultural competency development in Foundation Level modules and Advanced levels.

English language communication skills, presentation skills, academic research skills, and cultural awareness sensitivity can also be transferred to further modules.

Specialised and method modules:

YEEP summer school, which is conducted in English allows students to further develop their intercultural competency and apply the insight gained in this module.

Students interested in doing an exchange semester or doing a double degree program will benefit from this course.

Degree programme, semester

BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 2 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern

IBAN - Business Analytics - BWIh003

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Krebs Michel, Kwuida Léonard, Matter Ulrich
Module responsibility	Krebs Michel
Short description of the module	The module Business Analytics provides an introduction to statistics, data exploration & visualization and machine learning.
Entry requirements	Mathematics (IMAT)
Competencies upon completion	The students can analyse a data set with at least one appropriate tool. They can interpret the statistical keyvalues that come with such an analysis. They can further build simple model from given data in order to make predictions about unknown values. They understand the notion of probability and can use it to interpret the uncertainty of model predictions.
Content	• Descriptive statistics • Probabilités • Inductive statistics • Data exploration • Data visualization • Supervised and unsupervised machine learning • Simple and multiple regression
Teaching and learning methods	Four lessons weekly with built in exercise classes. We follow an interpretation of the flipped classroom method. Every week, a new concept is introduced with a hands-on case study. Real economic data is used to illustrate the topic. Students prepare in advance to the weekly case. Short tests check the reading assignments. In class, we find the solutions together by manipulating the data with their statistical software tool. Regular chapter review test and homework throughout the semester.
Literature	Business Analysis 3th Edition, James R. Evans, Pearson The ebook is part of the MyMathLab-learning software and is available to the students for free.
Workload	6 ECTS correspond to about 180 working hours.
Contact lessons	4 contact lessons per week

IBAN - Business Analytics - BWIh003

Attendance requirement

Attendance during the first week of the semester is strongly recommended.

Mid-term tests require attendance at the BFH. Regulations for this will be announced during the first week.

Mid-term tests will be held in calendar weeks 11, 17, 20 and 23.

Competency assessment

90-minute electronic exam at the end of the semester (week 3 or 4), weighted 2/3.

Four mid-term tests are held during the semester. The average of the best three results from these tests is weighted 1/3 in the final grade.

If, for excused reasons, fewer than 3 mid-term tests are taken, the weighting of the final exam increases by 1/9 for each missing test. The weighting of the average of the interim tests is reduced accordingly by 1/9 for each missing test.

Option: Students present a voluntary data analysis project in groups (maximum 3 students per team). The presentation is made available to lecturers as a video sequence. The group defends its results in class in an oral presentation.

The project work grade is weighted at 1/9 and reduces the weighting of the final exam to 5/9.

Further details will be published on Moodle at the beginning of the semester.

Own laptop is mandatory.

Aids for written examination

The exam is closed book

Allowed are:
Summary of 14 A4-pages, double sided, Excel

Pocket calculator (only TI-30 models are permitted)

Printed dictionary (mother tongue - examination language)

Not allowed are:

Pre-made Excel templates are not allowed.

For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.

Mode of repetition

The mean of midterm tests can be repeated at the next module implementation. The examination can be repeated at the next possible examination date of the module.

Follow-up modules

Any quantitative and data driven modules

Degree programme, semester

BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern

IECO - Economics - BWIh005

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Fernandes Ana, Foord Daniel, Gimeno Raúl Diego
Module responsibility	Prof. Dr. Ana Fernandes
Short description of the module	This course builds on The Environment of the International Firm and provides an overview of basic and intermediate economic concepts, market instruments for regulatory intervention, problems as well as solutions, both at the micro and macroeconomic levels. At the microeconomic level, we will first study the foundations of the familiar "laws" of demand and supply and learn about firm costs and profit-maximizing behaviour in a competitive environment. We will then learn how firms modify their strategic positioning in response to the competitiveness of the market in which they operate. Through the economics of labor markets, we will gain an understanding of reasons why wages vary across individuals. We will get an introduction to the economics of gender and, more generally, to the topic of diversity & inclusion in the international firm. We will wrap up the microeconomics part of the course by opening a window into the areas of information and behavioural economics, topics which the interested student may pursue in the future. At the macroeconomic level, some core concepts are discussed: How to measure the GDP and what are the shortcomings of GDP. How to measure the inflation rate and what is the resulting inflation bias. How to measure the unemployment rate and what are the possible causes? What is the purpose of monetary policy? What is the aggregate supply and demand and why they play an important role in macroeconomics.
Entry requirements	Having taken IEFI preferred but not compulsory

IECO - Economics - BWIh005

Competencies upon completion

Students:

- Are exposed to and understand important concepts anchored around real-world problems and trends relevant to the international firm
- Are able to frame current economic issues -- such as global warming and market collusion -- using an appropriate economic framework and vocabulary
- Understand the main trade-offs in sustaining collusive behaviour in a cartel using the tools of game theory
- Can identify problems and propose methods and solutions to address real-life challenges faced by the international firm in relation to the topics covered in the course
- Understand core concepts in macroeconomics and can make associations to real world problems
- Understand the usefulness and limitations of some macroeconomic indicators like GDP, inflation and, unemployment

Method: Students

- Learn to systematize events into their main components along the subject lines corresponding to course content
- Acquire problem-solving skills

Social: Students

- Gain social competences through peer interaction and discussion of course related topics and study cases with colleagues

Self: Students

- Advance in their critical understanding of socio-economic phenomena shaping the environment of the international firm
- Further their understanding of topics affecting the global economy
- Become better able to assess the challenges faced by leaders of international organizations and their social responsibilities
- Learn about their future preferred positioning and career type in the context of the international firm

Content

- Consumer Choices
- Cost of Production
- Firms in Competitive Markets
- Market Structures:
 - Monopoly
 - Monopolistic Competition
 - Oligopoly
 - Contestable Markets
 - Labor Markets
 - Information and Behavioral Economics
 - Gross Domestic Product
 - Inflation
 - Unemployment
 - Finance, Saving and Investment
 - Monetary Policy
 - Aggregate Supply and Demand
 - Money Growth and Inflation

Teaching and learning methods

Individual, independent study using conventional or digital learning materials
Lectures
Seminars
Guest lectures
Case studies
Regular assignments for self-study and in-class discussion

Literature

Gregory N. Mankiw and Mark P. Taylor Economics (6th edition), Cengage Learning EMEA, ISBN-13: 978-1473786981

Other tools used:

- Learning materials (case studies, videos, websites)
- Digital platforms such as Moodle, MS Teams

IECO - Economics - BWIh005

Workload	180 hours
Contact lessons	Weekly, 180 minutes
Attendance requirement	Attendance is generally optional.
Competency assessment	Final exam on Moodle at the end of the semester (CW3/4), 90 minutes, weighted 100 %
Aids for written examination	Any non-programmable pocket calculator (only TI-30 models are permitted) Printed dictionary (mother tongue - English) Summary - number of A4 pages: 1 (2 sheets/pages single-sided or 1 sheet/page double-sided) For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.
Mode of repetition	Written examination on Moodle, 90 minutes. The written examination can be repeated at the next possible examination date in which it is offered.
Degree programme, semester	BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern

IFMA - Financial Management - BWIh001

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Bächli Sandro, Krebs Michel, Rascón Alberto
Module responsibility	Bächli Sandro
Short description of the module	The module Financial Management (Finanzmanagement) provides an introduction to the theory, the methods, and the concerns of corporate finance. The focus of this course is how to make optimal corporate financial decisions.
Entry requirements	• Basic knowledge of accounting and math. • Other required skills: Excel, analytical skills, dealing with complexity and self-management.

IFMA - Financial Management - BWIh001

Competencies upon completion

Specialist skills:

- Students learn the basic concepts of corporate finance and are able to apply them.
- They understand the concepts of time value of money and the trade-off between risk and return.
- Students are able to apply the various methods learned in the area of capital budgeting.
- They are able to value bonds, stocks and projects and entire firms.

Methodological skills:

- Students are able to apply and evaluate the various concepts of capital budgeting in the context of business cases.
- They are able to select the appropriate methods, make the calculations and present the findings and solutions in an adequate way.
- They are able to come to the correct conclusion and therefore should be able to make the correct investment decision.

Social skills:

- Students are able to analyze and discuss problems in working groups, taking into account, evaluating, justifying and refuting different arguments.
- They can constructively lead argumentative discussions and clearly separate them from subjective attitudes.

Self-competence:

- Students can critically reflect on themselves within the framework of various topics and possibly derive individual consequences.
- They can deal with autonomy and self-organization and can critically examine and sharpen their personal judgement.
- They analyze their ability to cope with stress and know their strengths and weaknesses.

Digital skills:

- Students can ensure access and use of a task processing tool and use it efficiently for homework and the tests.
- The skills in online learning and digital communication with teachers are strengthened.

Content

The students are able to master the fundamental concepts of capital budgeting. They know and understand the various methods used to evaluate investment projects. The following content is covered:

- Financial Decision Making and the Law of One Price
- The Time Value of Money
- Interest Rates
- Valuing Bonds
- Investment Decision Rules
- Fundamentals of Capital Budgeting
- Valuing Stocks
- Capital Markets and the Pricing of Risk
- Optimal Portfolio Choice and the Capital Asset Pricing Model
- Estimating the Cost of Capital

Teaching and learning methods

Input by the lecturers, practice on examples/cases. Guided and autonomous self-study via pearsons MyLab Finance. Thus, it will be a combination between lectures and flipped classroom:

- Weekly meetings with lectures, exercise briefings, coaching, assignments and discussions.
- The students prepare short content on their own using the provided resources.

IFMA - Financial Management - BWIh001

Literature

- Jonathan Berk, Peter DeMarzo: "Corporate Finance, The Core" E5 (own book or e-book accessible via pearsons MyLab Finance)
- The materials (presentations, texts, exercises, etc.) provided by the lecturers on Moodle and Pearsons MyLab Finance

Workload

180 hours

Contact lessons

56 lessons

Attendance requirement

None

Competency assessment

- Partial proof of competence 1 (weight: 34 %): **Two graded homework assignments** during the semester, midterm (CW16) and towards the end (CW23). => Individual Assessment
- Partial proof of competence 2 (weight: 66 %): **70-minute written exam** (60-minute exam plus an additional 10 minutes because of the "learnstick"); during the official exam period. => Individual Assessment
- The **two homework assignments** and the **exam** will be done **digital via Pearsons MyLab Finance** with your own laptop.

Aids for written examination

- Laptop (you have to bring your own laptop to the exam)
- Excel (on the "learnstick": empty i.e. **no content**)
- Pocket calculator (only **TI-30 models** are permitted)
- Print dictionary (mother tongue - examination language) or the translation tool DeepL
- Three A4-sheet double-sided or six A4-sheet single-sided (formula collection and notes) => must be in printed form
- ChatGPT is **not** allowed!

For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.

Mode of repetition

- The two graded homework assignments can be repeated during the next module implementation.
- The 70-minute written exam can be repeated at the next examination date in which it is offered.
- Sufficient "partial proofs of competence" are taken into account when repeating the module, provided that the type and composition of the partial proofs of competence have not changed.

Follow-up modules

- Modules of the elective group "Finance, Accounting, Tax"
- Modules of the specializations "Banking & Finance" and "Accounting & Controlling"

Degree programme, semester

BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern

IBLW - International Business Law - BWIh004

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Suppa Giovanni
Module responsibility	Giovanni Suppa
Short description of the module	The Module gives an overview of the organization of the federal state / confederation; the module will focus within the first part on fundamental rights and the organization of federal state, cantons and communes. Further, in the second part, the module provides students with an introduction to the law of contracts, torts and unjust enrichment. It deals with the general legal principles governing these areas of private law as well as with a variety of specific types of contracts. The course is based on Swiss law and these principles are best demonstrated by the teaching of Swiss law and are recognizable outside of Switzerland with very little effort. In the third part, a particular focus is placed on contracts used in the business world such as e.g. the purchase contract. Using practical materials, it will focus on a range of legal topics and associated business risks arising in the national/international context, such as typical risks within a contract, international sales transactions, the protection and licensing of intellectual property, international dispute resolution and typical clauses for specific risks.
Entry requirements	none
Competencies upon completion	Subject: Students will gain an understanding of the legal principles governing the laws of contracts, torts and unjust enrichment. They will get a sense of the national as well as of the international aspects of these fields of law. Method: Students will learn how to read and interpret legal codes, court decisions and specific contracts. They will read selected material from legal literature. Social: Students will discuss problems and cases in class, work in groups in class, and react properly to the arguments of their fellow students.
Content	-
Teaching and learning methods	- Presentations by the lecturer - Discussion of cases in class - Self-study (weekly preparatory reading expected from the students) in preparation of the short tests - Short tests in class
Literature	- Legal codes to be found in the internet - Introduction to Business Law, Volume 1: Contract Law, by Markus Müller Chen (collective purchase order to be organized by the students themselves on the first day of class) - Cases, model contracts, excerpts from books and articles posted on Moodle
Workload	180 hours

IBLW - International Business Law - BWIh004

Contact lessons	56 lessons
Attendance requirement	Students have to attend 12 out of 14 classes Free choice of the skipped classes (without any excuse) See on moodle, where at 3-4 dates there is self-study
Competency assessment	6 Short tests (weekly, starting after an introduction phase), written in class (100%). Poor scores in individual short tests can be compensated for with better scores in the other short tests The date of each short test is displayed in Moodle at the beginning of the semester.
Aids for written examination	none
Mode of repetition	If a student fails the modul, he/she may retake four short tests at once. The two-best results of the initial 6 tests will be kept in favor of the student.
Follow-up modules	-
Degree programme, semester	BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern

IMBE - International Management and Business Ethics - BWIh002

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Risi David, Serrano Omar Ramon
Module responsibility	Risi David
Short description of the module	This module provides students an understanding of the global context of business and management issues. Students learn important approaches to ethics and apply them to various problems, dilemmas, and risks that arise in a globalized economy. It is designed to help students learn the fundamentals of international management and business ethics.
Competencies upon completion	Specialized skills: - Global business context. - International management - Ethical and business ethics theories - Cross cultural management Problem Solving /Design Thinking: Students - learn to apply theoretical frameworks when analyzing case studies. - develop their digital skills through online activities and self-study - improve problem-solving by working in groups - improve their competence in dealing with abstract content - improve their competence to interpret texts and to lead argumentative discussions. Social: Students - develop collaboration skills in an international /multi-cultural setting. - understand others needs and expectations. - are able to articulate one's own ideas - can solve problems, cooperate and negotiate with others - can read social situations accurately Self-management: Students - develop a better understanding of why working in an international environment can lead to conflict and dilemmas. - develop a higher degree of self-awareness during guided self-study task - Express themselves in front of their group and can improve self-confidence
Content	• Acculturation strategies • The political, social, economic environments /Cultural environment • Reasons to go international • Managing across cultures • Corporate Social Responsibility (CSR) in a global context • Applied business ethics • Virtue ethics, Duty ethics , Utility ethics
Teaching and learning methods	• Lectures • Group discussions • Case-studies • Online discussion forum • Coaching

IMBE - International Management and Business Ethics - BWIh002

Literature	Literature is provided by lecturers in electronic form via Moodle
Workload	6 ECTS
Contact lessons	The module is composed of 28 lessons
Attendance requirement	Attendance is mandatory in the case of the presentation of the Final Group Project and the Online Midterm test, which both take place on Campus. Attendance at the first meeting of the semester is also mandatory when the group allocation is carried out on-site. It is not possible to register for the group work at a later date. The above-mentioned dates on site fall in the following calendar weeks: CW8; CW17; CW20; CW21. Please note, however, that changes cannot be ruled out. Please check the program on Moodle to be up to date.
Competency assessment	Individual grading: - Online Midterm test (electronic format) as per schedule on Moodle in CW17: 30 % - Online activities participation during the course: 10 % Collective grading: - Final Group Project as per schedule on Moodle: 60 % (s. also under "Attendance requirement" regarding the timely registration for the group work) In justified cases an unsatisfactory individual grade may be awarded for group work (e.g. in the case of obviously inadequate performance or poor commitment on the part of individuals).
Aids for written examination	Print dictionary (English - Student's mother tongue) For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.
Mode of repetition	The following rules apply to students who repeat the module (on condition that the assessment components remain the same in the semester in which the student is repeating the module): Repeat students have to repeat those assessment component which they failed. The grades they got for the assessment component they passed will be carried over.
Degree programme, semester	BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern

EBDS - Basic Digital Skills - BWBh019

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Hofstetter Matthias, Jegerlehner Mila Andrea, Küffer Nicole
Module responsibility	Hofstetter Matthias
Short description of the module	In this module, students individually or in groups create a theory or practice project of their own choice. Possible topics: - Modeling processes, data, knowledge, infrastructures. - Information concepts (companies, schools, associations, ...) - Websites, databases, multimedia - Familiarization with a programming language - Implementations to COBIT, CMMI... - Technology research, artificial intelligence, digital transformation - Security, ethics, politics, economy
Entry requirements	none
Content	Working on your own topic
Teaching and learning methods	Group and individual work, presentations
Literature	According to individual discussion with the lecturer.
Workload	3 ECTS / 90 hours
Contact lessons	According to individual plan
Attendance requirement	Week 9 Week 11 or 12 (of your choice) and in week 22 or 23 (of your choice).

EBDS - Basic Digital Skills - BWBh019

Competency assessment

The proof of competence includes the following three partial proofs:

- Presentation project topic: 10 %
- Presentation project result 10 %
- Project 80 % (in case of groups individually assessed)

The presentations will take place in week 11 or 12 (of your choice) and in week 22 or 23 (of your choice).

Deadline for submission of work/documentation: Friday, June 5, 2026 12:00 hrs on Moodle.

An unsatisfactory work can be reworked at most once within 10 days.

Aids for written examination

No written exam

Mode of repetition

Repetition possible at the next module implementation

Degree programme, semester

BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern

EBMA - Brand Management - BWIh012

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	von Däniken Tina
Module responsibility	von Däniken Tina
Short description of the module	Managing a brand successfully is a key competitive factor for any company. This is why brand management is such an important topic. The goal of successful branding is to anchor the entire company as a brand in the minds of employees, shareholders, customers and the general public and thus to establish a successful brand. A consistent image of the company should be communicated to all these stakeholder groups. This module offers an overview of all the tasks and contents of brand management with a main focus on the practical use of the gained knowledge and exciting insights from branding professionals. You will be able to apply the knowledge from the lecture by analyzing a brand of choice in depth and by making specific brand recommendations.
Entry requirements	Attendance and successful completion of the IMAR / BMAR lectures or equivalent marketing knowledge.
Competencies upon completion	Professional skills: Students will be able to - apply the knowledge from the lecture to brands - analyze a brand in depth - make concrete recommendations for a brand Methodological skills: Students will - know the sources for information collection to use them for the brand inventory and draw conclusions for brand recommendations Social skills: Students are able to - work successfully in a team and to present their results as a group Self-competence: - Students are aware of the influence of brands on consumers and consumer behavior

EBMA - Brand Management - BWIh012

Content

Introduction, definition and meaning of brands, brand functions

Strategic Brand Management: brand equity, brand architecture, brand identity

Core values of brands, brand positioning

Brand stretching, brand partnerships

Operational brand management: implementation in the marketing mix

Situation analysis (Brand Inventory) - market development, trends, brand, competition, etc.

Brand recommendations

Teaching and learning methods

Lectures

Guest lectures by branding experts

practical work in groups

group coachings

Literature

Kevin Lane Keller, Vanitha Swaminathan: Strategic Brand Management - fifth edition - 2020, Pearson, Harlow, England.

Philip Kotler, Gary Armstrong: Principles of Marketing - eighteenth edition - 2021, Pearson, Harlow, England.

Philip Kotler, Kevin Lane Keller, Malcolm Goodman, Mairead Brady, Torben Hansen: Marketing Management - fourth European Edition - 2019, Pearson, Harlow, England.

Gorden C. Bruner II, Marketing Scales Handbook, Multi-Item Measures for Consumer Insight Research, Volumes 5-11, Fort Worth, Texas.

Workload

90 hours

Contact lessons

7x4 lessons every 2 weeks - starting CW08

EBMA - Brand Management - BWIh012

Attendance requirement	Recomended during the lectures, especially during guest lectures Mandatory during the following calendar weeks: CW 08 - Start of lecture and group formation CW10 - Guest lecture CW12 - Group Coaching Sessions CW20 - Guest lecture & part of final presentations CW22 - Final presentations
Competency assessment	- Group project: written assignment - 50% (group grade) - due in the last week of lectures (CW22) - Presentation of results: oral assignment and peer grading (graded inividually) - 50 % due in the last two session of the lecture (CW20 & CW22)
Aids for written examination	For details see the current "Guidelines for compiling written assignments"
Mode of repetition	The module can be repeated one year later, in the next spring semester.
Comment	the detailed curriculum of the module will be communicated at the beginning of the semester
Degree programme, semester	BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern

EDAC - Digital Accounting - BWIh011

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Längin Thomas, Longaron Daniel
Module responsibility	Longaron Daniel
Short description of the module	This module is about: • Getting to know the process chain from procurement to payment; • understanding how such a process chain is mapped in an enterprise resource planning (ERP) system; • recognizing how accounting is to be integrated into the process chain; • gaining insight into the application of ERP systems in practice by means of the standard software SAP; and • understanding which areas of accounting are significantly affected by the digitalization of the process chain.
Entry requirements	Students should have completed the BREW or IACC module and be interested in accounting and/or controlling. Besides of that, curiosity is an important requirement.
Competencies upon completion	The students will: • Be familiar with process thinking; • know how processes are mapped in an ERP system, • know how the amounts published in a balance sheet and in an income statement are generated; • acquire knowledge for practice; and • expand their accounting knowledge.
Content	We will first work out the foundations. The study questions are: • What sub processes does procurement to payment consist of? • What dependencies exist between the sub processes? • Which information is required? • Where in the value chain is which information generated? • How are the processes linked with accounting? At the same time, we will address important accounting topics that arise along the value chain, such as: ; • cash-flow statements • job costing; and • the cash-conversion cycle. Secondly, the students will simulate some processes with SAP, an ERP system, that is very popular in business. Thereby, the importance of the data and information flowing into the accounting system will be emphasized. In this way, the students will gain experience with a tool that is very common in the business world. Thirdly, practitioners will show: • how their company uses data from an ERP system for accounting; • how the data flow is organized; and • how important data integrity is.

EDAC - Digital Accounting - BWIh011

Teaching and learning methods	Lectures, exercises, simulations and case studies.
Literature	The documents provided by the lecturers on Moodle.
Workload	180 hours (6 ECTS x 30 hours)
Contact lessons	56 lessons (4 lessons x 14 weeks/semester)
Attendance requirement	The SAP partial examination takes place in calendar week 23. Even if this partial examination takes place on the online platform, the presence of all students at Brückenstrasse 73 is mandatory.
Competency assessment	(1) SAP Exam at the end of the SAP part (CW 23), duration 60 minutes, counts 50%. (2) Written exam on Moodle at the end of the semester (CW26&27), duration 60 minutes, counts 50%.
Aids for written examination	Open books, calculator: any TI-30 model
Mode of repetition	Both the written examination on Moodle and the SAP partial examination on Moodle can be repeated at the next possible examination date for the module.
Follow-up modules	Elective module Management-Information Systems (MIS) (in German); Portfolio module Auditing (in German); and Specialization modules: • Höhere Rechnungslegung (SAC1) (in German); • Life-Cycle Accounting & Tax (SAC2) (in German); and • Controlling & Digitalization (SAC3) (in German).
Degree programme, semester	BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern

EENF - Entrepreneurial Finance - BWBh022

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Thies Ferdinand
Module responsibility	Thies Ferdinand
Short description of the module	The primary objective of this course is to provide students with a general understanding of the concepts and institutions involved in entrepreneurial financing. We address the challenges of fundraising, due diligence, financing strategies and the importance of the analyzing business plans for deal selection. The course will deal with common organizational issues encountered in the formation of an external-backed start-up, including matters relating to initial capitalization and early-stage equity incentives. The course will also address the financing sources and arrangements, the dynamics of negotiation between the entrepreneur and the financier, as well as corporate governance in the context of an external-backed start-up and the typical dynamics that play out in the post-financing phase.
Entry requirements	While it might facilitate the understanding of some issues at hand, a background in finance is not mandatory for participating in this course. All concepts will be explained thoroughly in class, to allow students with all sorts of backgrounds to acquire the skills and knowledge to evaluate business ideas, value proposed transactions and deal with the organizational issues of entrepreneurial financing. The course will be case intensive. Preparation of cases and class interaction is therefore the building block of this course to bring the various topics across.
Competencies upon completion	Students will be able to analyze business plans, understand financing strategies for new ventures, and be able to understand advantages and problems associated with different financing sources.
Content	1) Introduction 2) Business Planning & Ideation 3) Pecking Order Theory 4) Classic Sources of Capital 5) Venture Capital and Private Equity 6) ICOs, Crowdfunding and new sources of capital 7) Case Analyses/Presentations
Teaching and learning methods	The course will comprise lectures, case studies, and case presentations
Literature	will be provided if necessary
Workload	90 hours
Contact lessons	- 14/28 lessons - plus Coaching and group work
Attendance requirement	Attendance in the grading sessions is mandatory (in semester weeks 2 / 3 / 4 / 7)

EENF - Entrepreneurial Finance - BWBh022

Competency assessment

Individual assignments & group assignments:

- 3 Individual in-class Quizzes (1/3), in semester weeks 2 / 3 / 4
- Individual Assignment: Pitch Deck Preparation (1/3), in semester week 6
- Group project & presentation (1/3), in semester week 7

2/3 assignments will be graded individually (individual quizzes + group project & presentation), 1/3 as a group (case study with written group assignment)

Detailed requirements will be communicated by the teacher in class.

Mode of repetition

Repetition possible at the next module implementation

Follow-up modules

Business Valuation and M&A
Digital Finance & Banking

Degree programme, semester

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BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern

EFRE - Frontiers of Economics - BWIh014

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Fernandes Ana, Foord Daniel, Rascón Alberto
Module responsibility	Rascón Alberto

Short description of the module	Frontiers in Economics is an intermediate economics course that deals with the most recent developments in both macroeconomics and microeconomics. The module is designed for students that have some knowledge of economics already and want to foster their business and economics skills. The course is a combination of applied and theoretical approaches. We will be reviewing among other topics: experimental and behavioural economics, inequality, modern fiscal and monetary policies, market structure in the market of data, value chains and external sector.
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Entry requirements	IEFI, Economics.
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EFRE - Frontiers of Economics - BWIh014

Competencies upon completion

Subject: Students will...

- ... analyse consequences and effects of economic policies for firms, for workers and for the whole society.
- ... be able to evaluate the economic environment of firms.
- ... argue about the rationality of economic agents.
- ... be able to defend a location of a firm.
- ... conjecture about market structures.

Method: Students will...

- ...be able to understand the different factors that influence the choice of a determinate economic policy.
- ...be able to create benchmarks of policies across nations.
- ...be able to support theories and philosophies behind a particular choice of economic policy.
- ...be able to criticize economic articles and newspapers.

Social: Students...

- ... be able to debate their political and economic opinions among them.
- ... provide or request support from peers and supplement course input by providing examples from personal experience.
- ... will be confronted with a different culture and a different teaching style

Self: Students...

- will reflect their strengths and weaknesses as well as reasons for success or problems encountered.
- will be able to critically assess the concepts and methods of economics.
- will be able to develop a consistent argument in favour of their particular choice of policy.

Content

1. Experimental economics
2. Behavioural economics
3. Inequalities: income & wealth, ethnicity & gender
4. Inequality and poverty
5. Data and the new monopolies
6. Immigration
7. New Fiscal and Monetary Policies
8. New value chains
9. Exchange rates

Teaching and learning methods

Traditional Lectures, Cases, Discussions

EFRE - Frontiers of Economics - BWIh014

Literature

Indispensable literature:

- Several Papers and cases will be given in class.

Recommended literature:

- MANKIW Gregory N. and TAYLOR Mark P. "Economics" 5th Edition CENGAGE Learning (2019), ISBN: 978-147376854-

- MANKIW Gregory N. and TAYLOR Mark P. "Economics" 6th Edition CENGAGE Learning (2023), ISBN: 978-1473791954

Workload

180 hrs.

Contact lessons

56 lessons (42 hrs.)

Attendance requirement

Exams will happen on Calendar Week 12, Calendar Week 18 and on Calendar Week 23.

Students that are not present for any of the tests will NOT have the right to repeat it in a different date unless they provide a valid certificate in accordance to the school reglement.

Apart from the three dates above, there is no attendance requirement.

Competency assessment

The proof of competence of the module will be based in:

a = Average of 3 small tests during the semester (Tests will be held on CW12, on CW 18 and on CW 23)

and

b = 90 minutes written essay in Moodle under Lernstick during the regular exam weeks at the end of the semester (CW26/27), on site

Final Grade = max (70%a + 30%b, 60%a + 40%b)

Aids for written examination

For part a: the tests in class are closed book.

For part b: the written essay is closed book, however, students can bring:

- A English - Mother Language dictionary
- 2x A4 pages with annotations in both sides

EFRE - Frontiers of Economics - BWIh014

Mode of repetition

New component "b" + The points of the small tests will be kept.

If the average of the tests is lower than 2.25 out of 6, the student will be required to take the whole course again as it is impossible to obtain a passing grade.

Before the enrollement in the repetition attempt, the student will be informed of the minimum grade required in the componen "b" to obtain a passing grade.

Follow-up modules

Highly recommended for students that want to do a specialization in:

- Banking and Finance,
- Accounting and Controlling,
- Global Managment,
- HR,
- Sustainable Business,
- Digital Business Managment.

Degree programme, semester

BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern

EHEB - Heuristics and Biases - BWBh023

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gurtner Nadine, Keim Jan
Module responsibility	Gurtner Nadine
Short description of the module	Consumers as well as managers repeatedly rely on heuristics in their decisions and are consciously or unconsciously influenced by biases. In this module, students learn about the psychological foundations of decision-making processes and study selected heuristics and biases in their own small experiments.
Entry requirements	- Ability to self-reflect - Ability to work in a team - Basic mathematical/statistical understanding
Competencies upon completion	- Basic psychological knowledge in the context of decision-making and cognitive biases - Increased ability of self-reflection - Understanding of experimental designs - Collaboration
Content	In the first two course blocks (KWs 9 and 11), students learn about the decision-making process. Based on current decision-making theories, they understand to what extent both intuition and rationality influence our decisions. An introduction to the relevance of heuristics and biases, as well as their occurrence, then forms the transition to the second part of the course. In the course blocks 3-7 (KWs 13, 17, 19, 21, 23), the students get to know up to 10 heuristics and biases in more detail by carrying out corresponding experiments themselves (experimental design is specified by the lecturers) and then presenting the results as well as the corresponding theoretical principles to their fellow students.
Teaching and learning methods	After a lecture and information block in the first two courses (KWs 9 and 11), the module follows a flipped classroom approach in which students acquire knowledge themselves through experiments and literature and then pass this on to their fellow students (KWs 13, 17, 19, 21, 23).
Literature	- Required reading: Kahneman, D. (2011). Thinking, Fast and Slow (1st ed.). New York City: Macmillan. ISBN: 978-0-374-27563-1. - The course is built on Kahneman's work, and the book is a great resource to dive deeper into the theoretical background, specific topics, heuristics, biases, experiments etc. As such, treat this as a reference book. - Further reading: a selection of articles on the individual heuristics and biases will be provided in the course.
Workload	90 h
Contact lessons	7 in-person blocks à 4 lessons (KWs 9, 11, 13, 17, 19, 21, 23)

EHEB - Heuristics and Biases - BWBh023

Attendance requirement

Attendance is expected for all blocks (KWs 9, 11, 13, 17, 19, 21, 23). In case students cannot attend one or more blocks, their absences need to be justified beforehand (if possible).

Competency assessment

- Two experiments in group work (50 % group grade):
- Both experiments need to be designed (designs are proposed by the lecturers), executed, and documented. The documentation of both experiments is worth 30 % of the group grade.
- One of the two experiments needs to be presented to the class in a "lecture" (45-60 minutes). The presentation is worth 70 % of the group grade.
- The experiments and presentation schedule are determined in block 1 (KW 9). Students should be prepared for a competency assessment (graded lecture) in any of the flipped classroom weeks (KWs 13, 17, 19, 21, 23).
- Online written exam (45 minutes) in the official examination week at the end of the semester (50 % individual grade). The exam covers all contents from blocks 1-7 (including student presentations/lectures).
- There will be an opportunity to obtain individual additional credit in all flipped classroom blocks. Additional credit is given for asking good questions and/or giving constructive feedback to the student group that is presenting their experiment. This additional credit is worth 30 % of the group grade only if the grade for the additional credit is higher than the group grade. Hence, it is only possible to improve the grade for the group work, it is not possible to worsen the grade. Example:
- Group grade: 5.0 | Additional credit: 6.0 | Individual exam: 4.5
Total grade: $(5.0 \times 0.7 + 6.0 \times 0.3) \times 0.5 + 4.5 \times 0.5 = 4.9$
- Group grade: 6.0 | Additional credit: 4.5 | Individual exam: 5.0
Total grade: $6.0 \times 0.5 + 5.0 \times 0.5 = 5.5$
- Grades will not be communicated before the official communication by the university.

Aids for written examination

- Any model of TI30 calculator
- dictionary (mother tongue - examination language)

For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.

Mode of repetition

The two experiments can be repeated the next time the module is carried out. The written exam can be repeated at the next examination date of the module.

Follow-up modules

SIE3 Decision Making of Consumers and Managers

Degree programme, semester

BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern

EMPG - Managing People Globally - BWIh013

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gaibrois Claudine, Sonderegger Andreas
Module responsibility	Gaibrois Claudine
Short description of the module	In this course, students get introduced to Global People Management with a focus on current economic and technological developments and challenges. Students will understand how factors such as automation, digitization and AI, migration, ageing societies, general workforce diversity and workload- as well as job insecurity-related stress affect work in international contexts. By familiarizing themselves with management strategies such as team building processes, inclusive meeting behaviors, or occupational health management, students will learn how to navigate these challenges and act as responsible leaders. Through a short COIL (Collaborative Online International Learning) with students from the University of Economics and Human Sciences in Warsaw (Poland), course participants will train their ability to work online on a task in mixed teams. With these goals, the course contributes to Sustainable Development Goal # 8 (Decent Work and Economic Growth).
Entry requirements	Problem-solving competences: Students • have basic problem-solving skills • can carry out a literature analysis Social skills: Students • possess basic teamwork skills Self-management: Students • have basic time management skills Dealing with complexity: Students • possess basic skills to work on interdisciplinary topics

EMPG - Managing People Globally - BWIh013

Competencies upon completion

Technical competences: Students

- understand human resource management in an international context with respect to policies and practices or multinational organisations
- know how to analyse cultural dimensions of international business from different perspectives, acknowledging the relevance of others factors than culture
- understand the different forms of global work and apply this knowledge to strategic international human resource management and personal career development
- apply effective communication techniques and strategies for managing a global workforce
- are able to conduct a case study on international human resource management

Methodical competences: Students

- possess a set of skills in critical thinking and analysis through elaboration of a case study
- master various digital tools (e.g. remote collaboration)

Social competences : Students

- are able to work on questions and exercises in teams and integrate various perspectives to come to a solution
- use individual and group resources in a productive way
- are able to adopt perspectives of members of other social or cultural groups, and reflect on how this could influence their behavior

Self competences: Students

- are able to critically reflect on their own behavior and attitudes
- know how to discuss constructive solutions in the group
- successfully work in a cross-cultural team

Self-management competences: Students

- are able to plan their knowledge development independently
- possess personal judgment, analysis and decision-making skills

Content

Automation, digitalisation and AI, migration, ageing societies, general workforce diversity or workload- as well as job insecurity-related stress massively affect work on a global scale. This poses various challenges to human resource management, with implications for many stakeholders in today's global businesses, including employees, managers, human resource professionals, trade unions, policy makers and academic researchers. This course introduces students to the complexity of international human resource management in today's changing world of work through theories and practical examples. By familiarizing themselves with management strategies such as team building processes, inclusive meeting behaviors, or occupational health management, students learn how to navigate these challenges and act as responsible leaders. Through a short COIL (Collaborative Online International Learning) with students from the University of Economics and Human Sciences in Warsaw (Poland), course participants will train their ability to work online on a task in mixed teams. With these goals, the course contributes to Sustainable Development Goal # 8 (Decent Work and Economic Growth).

Specific topics that will be addressed in this course include:

- Various perspectives on cultural differences
- International migration and global work
- Intersectionality of diversity dimensions
- Diversity and inclusion in intercultural teams
- Language diversity and power
- Teams and group processes (team building, in-group out-group)
- Organisational development internationally, from vision to organisational form
- Dark side of organisational behaviour (stress, burnout and mobbing) and global occupational health management
- Socio-technical systems approach and human factors

Teaching and learning methods

- Contact lectures: Input from lecturers and practitioners, mini cases, videos, group work, discussion
- Self-study & reflexion (extensive reading and reflection on content)
- Group project conducted in a COIL with students from the Uniwersytet WIZJA in Warsaw (Poland)

EMPG - Managing People Globally - BWIh013

Literature	Required readings will be communicated on Moodle for each session.
Workload	6 ECTS correspond to about 180 working hours.
Contact lessons	Majority contact lectures + self-organised COIL
Attendance requirement	• Presence at the kick-off session (February 18) of the course is mandatory • Participation in all course activities that are related to the COIL (COIL kick-off on April 15, joint final session on May 27, group project, coachings) is mandatory • All workshops with guest lecturers are mandatory (March 4, March 18, June 3)
Competency assessment	• Group work (case study), which has to be accomplished within the international team cooperation in the context of the COIL with students from Uniwersytet WIZJA in Warsaw (Poland) (50 % of the grade, all group members given the same grade) • Individual reflexive essay (60 min.) on key insights of the course (50 % of the grade) during official exam period (CW26/27)
Aids for written examination	N/A
Mode of repetition	An average of the two grades of the proofs of performance is calculated. If this average is below a 4, the failing grades (grades < 4) must be repeated. A failed individual reflective essay can be repeated at the 2nd examination date (or by repeating the module one year later). A failed group work can be repeated by repeating the module one year later (reworking is not possible). Students may carry over the assessments they passed if the module description and assessment formats remain unchanged. Only failed components are repeated where the format remains unchanged.
Follow-up modules	• International Leadership • Major: HR 4.0 / innovations • Major: Diversity
Degree programme, semester	BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern

EABE - Advanced Business English - BWBh036

ECTS	3
Study language	English
Module type	Optional module (countable)
Module level additive	Advanced level
Lecturer(s)	Al-Azm Ivan
Module responsibility	Al-Azm Ivan
Short description of the module	This module is designed to improve your business English language skills to an advanced level by developing your reading, speaking, listening and business vocabulary, as well as reviewing essential grammar so you can communicate effectively and confidently in English in professional business situations. Although this is a stand-alone module, it provides you with the first step towards advanced English proficiency. You can demonstrate C1 English ability if you score 80% or more on the final exam (written and oral).
Entry requirements	Suitable for students from all degree programmes, including incoming students as well as students from other departments. You cannot enroll in the EABE module if: • you are exempt from English, for example iEN1 or iEN2 • have a Cambridge C1, equivalent or higher

EABE - Advanced Business English - BWBh036

Competencies upon completion

Specialised skills

Students

- can read and discuss a variety of business related texts including financial news
- can listen to and understand a variety of business related texts including financial news
- can develop, structure and deliver short presentations
- can speak about different business topics confidently
- can express and support their opinions
- can use specific business English vocabulary correctly
- can write clear and effective short business text

Collaboration and social skills

Students

- can work as team members in discussion, presentation and negotiation groups
- can effectively and efficiently collaborate online
- can work within a team to solve problems such as group dynamics and interaction, as well as problem-solving oriented tasks

Self-management and personal skills

Students

- are open to new ideas
- can critically assess business ideas or theories

Dealing with complexity

Students

- can critically reflect on own work and thought processes as well as that of others to develop possible courses of action

Content

- reading and discussing a variety of business topics and themes
- listening to a variety of short business texts
- developing and giving short presentations on business topics
- delivering business related information and concepts in a digital format
- developing subject relevant business vocabulary
- reviewing and practicing grammar
- practicing exam related tasks

Teaching and learning methods

This module follows a more traditional language class mode of instruction and learning. The business workshops will address a variety of topics and then discuss them in class. Short input sessions will cover reading, listening and grammar review. Exam skills will also be presented and practiced in class.

Literature

Scripts and set texts

Workload

90 hours

Contact lessons

28 lessons

EABE - Advanced Business English - BWBh036

Attendance requirement

Although there is no attendance policy, it is recommended that you attend at least 70 % of all classes if you wish to improve your English, benefit from this module and complete the module successfully.

You must be present for the oral exam which takes place during class time in semester week 14.

Competency assessment

1. Final exam 70 % of final grade (Note 1-6). The final exam consists of (1) an oral exam which takes place in class on **2 June 2025** (semester week 14) and (2) a Moodle based written exam during the official exam period (90 min.).
2. Podcast or short video 30 % of final grade (Note 1-6). This project must be uploaded to Moodle no later than **Sunday 10 May at 23:55**.

You must be present for the final exam assessment on 2 June 2025 (SW14), and the written exam during the official exam period. If you are absent on any of the assessment days, you will need to provide a doctor's certificate no later than three days from the date of the missed assessment for the absence to be considered excused.

Aids for written examination

- Closed book.
- No dictionaries allowed - paper or digital, including online dictionaries.

Mode of repetition

The final written exam can be repeated at the next examination date of the module. The oral exam can be repeated when the next module takes place. The oral exam will be in semester week 14 when the module takes place the following semester.

Comment

You **cannot** enroll in this module

- if you have been exempt from English, for example iEN1 or iEN2
- if you have a Cambridge C1, equivalent or higher

If your final exam result (both written and oral) is between 60%-79%, you can request a letter which states that your English is at B2 level.

If your final exam result (both written and oral) is 80% or higher, you can request a letter which states that your final exam result demonstrates English ability at C1.

This letter does not replace an official B2 or C1 certification such as Cambridge B2 First or Cambridge C1 Advanced.

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 2 FS, TZ, Bern
BSc Business Administration, 2025-2026, 2 FS, VZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 2 FS, VZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 2 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern

EAWE - Academic Writing in English - BWBh007

ECTS	3
Study language	English
Module type	Optional module (countable)
Module level additive	Advanced level
Lecturer(s)	Sichtmann Christina
Module responsibility	Sichtmann Christina
Short description of the module	Students who decide to study or work in international environments require the ability to conduct research in English and write academic papers and reports using standard stylistic and formal conventions. In this course, students will learn how to read and write academic papers. In addition, they will get to know and apply basic writing techniques that help them to better write and structure academic texts in English.
Entry requirements	This optional module is targeted at and designed for students with a minimum C1 level. There are only a limited number of places available.
Competencies upon completion	Subject: Students - can use their own research to write academic papers in English at a C1 level of competence and above Method: Students - can plan and execute an academic writing project to a fixed deadline - can transform raw data and the research of others into standard academic prose - can apply formal and stylistic conventions to their own written texts - can reflect critically on their own writing and the writing of others - can apply creative writing techniques such as freewriting and clustering Social: Students - can give and receive feedback in an appropriate manner - can participate in the discourse community of English-language study programmes Self: Students - can manage the temporal and intellectual demands of an academic writing project - can apply thier own critical reflection and that of others towards improving their English-language competence - can perform confidently and successfully in English-language academic context
Content	The course has been designed with the aims to provide students with the skills and knowledge to write a paper in the context of university systems
Teaching and learning methods	The course combines theory and practice. Writing, peer review, and revising takes place in almost every class to create a collaborative learning environment. Outside of class, students will be required to read in preparation for class discussions and work on an academic paper. Scripts will be provided by the lecturer and uploaded to Moodle.
Literature	There is no specific literature required for this class. Students search and read literature for their writing project.
Workload	90 hours

EAWE - Academic Writing in English - BWBh007

Contact lessons

24 lessons

Attendance requirement

There is no mandatory attendance for this module except for the presentations in weeks 17/2026 and 18/2026.

Competency assessment

- 1-page proposal about project (individual work, due week 14): 25 %
- in-class oral presentation (individual work, due week 17): 25 %
- writing project (individual work, due week 24): 50 %

Mode of repetition

If the module is not passed (grade 3.5 or worse), the entire module must be repeated.

Proofs of competence cannot be improved once they have been submitted for grading.

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 2 FS, VZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 2 FS, VZ, Bern
BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 2 FS, VZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 2 FS, TZ, Bern
BSc Business Administration, 2025-2026, 2 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 2 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern

BFMA - Financial Management - BWBh001

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Bächli Sandro, Foord Daniel, Krebs Michel, Kwuida Léonard, Rascón Alberto
Module responsibility	Bächli Sandro
Short description of the module	The module Financial Management (Finanzmanagement) provides an introduction to the theory, the methods, and the concerns of corporate finance. The focus of this course is how to make optimal corporate financial decisions.
Entry requirements	• Basic knowledge of accounting, math and english. • Other required skills: Excel, analytical skills, dealing with complexity and self-management.
Competencies upon completion	Specialist skills: • Students learn the basic concepts of corporate finance and are able to apply them. • They understand the concepts of time value of money and the trade-off between risk and return. • Students are able to apply the various methods learned in the area of capital budgeting. • They are able to value bonds, stocks, projects and entire firms. Methodological skills: • Students are able to apply and evaluate the various concepts of capital budgeting in the context of business cases. • They are able to select the appropriate methods, make the calculations and present the findings and solutions in an adequate way. • They are able to come to the correct conclusion and therefore should be able to make the correct investment decision Social skills: • Students are able to analyze and discuss problems in working groups, taking into account, evaluating, justifying and refuting different arguments. • They can constructively lead argumentative discussions and clearly separate them from subjective attitudes. Self-competence: • Students can critically reflect on themselves within the framework of various topics and possibly derive individual consequences. • They can deal with autonomy and self-organization and can critically examine and sharpen their personal judgement. • They analyze their ability to cope with stress and know their strengths and weaknesses. Digital skills: • Students can ensure access and use of a task processing tool and use it efficiently for homework and the tests. • The skills in online learning and digital communication with teachers are strengthened.

BFMA - Financial Management - BWBh001

Content	The students are able to master the fundamental concepts of capital budgeting. They know and understand the various methods used to evaluate investment projects. The following content is covered: • Financial Decision Making and the Law of One Price • The Time Value of Money • Interest Rates • Valuing Bonds • Investment Decision Rules • Fundamentals of Capital Budgeting • Valuing Stocks • Capital Markets and the Pricing of Risk • Optimal Portfolio Choice and the Capital Asset Pricing Model • Estimating the Cost of Capital
Teaching and learning methods	Input by the lecturers, practice on examples/cases. Guided and autonomous self-study via pearsons MyLab Finance. Thus, it will be a combination between lectures and flipped classroom: • Weekly meetings with lectures, exercise briefings, coaching, assignments and discussions. • The students prepare short content on their own using the provided resources.
Literature	• Jonathan Berk, Peter DeMarzo: "Corporate Finance, The Core" E5 (own book or e-book accessible via pearsons MyLab Finance) • The materials (presentations, texts, exercises, etc.) provided by the lecturers on Moodle and Pearsons MyLab Finance
Workload	180 hours
Contact lessons	56 lessons
Attendance requirement	None
Competency assessment	• Partial proof of competence 1 (weight: 34 %): Two graded homework assignments during the semester, midterm (CW16) and towards the end (CW23). => Individual Assessment • Partial proof of competence 2 (weight: 66 %): 70-minute written exam (60-minute exam plus an additional 10 minutes because of the "lernstick"); during the official exam period. => Individual Assessment • The two homework assignments and the exam will be done digital via Pearsons MyLab Finance with your own laptop.
Aids for written examination	• Laptop (you have to bring your own laptop to the exam) • Excel (on the "lernstick": empty i.e. no content) • Pocket calculator (only TI-30 models are permitted) • Print dictionary (mother tongue - examination language) or the translation tool DeepL • Three A4-sheet double-sided or six A4-single pages (formula collection and notes) => must be in printed form • ChatGPT is not allowed! For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.
Mode of repetition	• The two graded homework assignments can be repeated during the next module implementation in the specified time slots. • The 70-minute written exam can be repeated at the next examination. • Sufficient "partial proofs of competence" are taken into account when repeating the module, provided that the type and composition of the partial proofs of competence have not changed.

BFMA - Financial Management - BWBh001

Follow-up modules

- Modules of the elective group "Finance, Accounting, Tax"
- Modules of the specializations "Banking & Finance" and "Accounting & Controlling"

Degree programme, semester

BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern

BIBM - International Business Management - BWBh002

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Al-Azm Ivan, Foord Daniel, Stalder Pia, Winkler Dorothee Maria
Module responsibility	Foord Daniel
Short description of the module	This is a fully integrated course focusing on International Business topics in selected regions applicable to Swiss SMEs going international as well as developing reflective and analytical skills. In this course you will learn about key topics in international business. Including: • the history of globalisation • trade policy • theories of trade • emerging markets • strategy • franchising, licensing • to develop an understanding of how to work with people from different cultural backgrounds • to reflect on your intercultural competence development
Entry requirements	Students should have completed introductory courses focusing on: • business or strategic management • oral communication skills • research methods
Competencies upon completion	Students will • develop their communicative and team management skills throughout the course • develop knowledge related to international business and intercultural management through lectures (remember) • engage in discussions in class on set topics of the course (understand) • identify key concepts related international business and intercultural management through multiple choice quizzes (understand) • apply their knowledge in international business on set case studies (apply) • apply their knowledge on set intercultural management tasks (apply) • discuss and reflect, individually and in groups, on set intercultural management tasks in order to develop critical thinking skills (analyse) • read and analyse case studies which are relevant to their professional field. They apply their knowledge and understanding when developing their responses. (analyse)

BIBM - International Business Management - BWBh002

Content

According to the Analysis of Swiss Foreign Trade in 2021 performed by the Federal Customs Administration (FCA), by ranking, Germany, the United States, China, the United Kingdom, Italy, France and India are Switzerland's primary trading partners; Asia and South America are becoming increasingly important. Not to be underestimated is the Arab world and its start-up scene as well as the African continent and its growing political and economic importance.

Yet billions are potentially lost every year because we ignore the expectations of people in foreign cultures, and the way that they do business. What is the secret to success in international business? We will address this challenge by providing a framework for understanding cross cultural differences and using such knowledge in developing country specific management practices and policies. Moreover, students will learn to deal with strategic issues associated with cross national environments, organizational design, and adaptation, as well as those concerns of social responsibility and ethical behavior in a global environment.

Students will learn

- about key concepts related to International Business.
- to understand key opportunities and challenges when doing business in Emerging Economies: The most relevant growth markets in International Business.
- to develop an understanding of how to work with people from different cultural backgrounds, by completing the Intercultural Development Inventory (IDI) assessment as well as related reflection tasks.
- how to manage a multinational enterprise in a technology-based environment.
- to develop an awareness of how to incorporate ethical principles, personal and organizational values and socially responsible practices in global management.
- to reflect on their intercultural competence development.

Teaching and learning methods

There will be lectures but the emphasis will be on student responsibility for learning through active application of course content in case studies, exercises, etc. and through active participation in class discussions. Active participation and preparation for class are requirements for this course. The lecturing team will use a range of methods during the semester which include videos, business cases, assessment tools, lectures and coaching sessions.

Literature

A course book has been compiled from selected chapters of "International Business" by Cavusgill, Knight & Riesenberger".

International Business, published by Pearson ISBN is 9781800063785

The compiled book is available via a local bookseller.

There may be additional readings which will be posted on moodle.

Workload

6 ECTS credit course = 180 hours

Contact lessons

We will have contact lessons every week

Attendance requirement

Attendance is mandatory for calendar weeks:

9 intro to the course

11 online kick-off for 4-week project with Symbiosis university, India

23 culture, final exam

Students should be aware, attending lessons will help with completing the proofs of competence.

BIBM - International Business Management - BWBh002

Competency assessment

- Intercultural Competence Development (personal ePortfolio and individual, written reflection at the end of the semester) (40 % of final grade)**
 - At the beginning of the semester, each student will complete the Intercultural Development Inventory (IDI) Assessment followed by an Automated Online Debriefing. **Inform your culture lecturer by 12 noon on Friday 20 February 2026 if you have not received an email from IDI inviting you to participate in the Intercultural Development Inventory (IDI) Assessment. Check your spam folder in case the email lands there.** The assessment is approximately 15 minutes and the 2 online interactive debriefing videos are 120 minutes (60 min. each). **It is mandatory to complete both the assessment and the online debriefing videos. Students who do not complete the assessment and the online debriefing videos by 23:59 Monday 23 February 2026 will not pass the course.**
 - During the semester students will work on different tasks related to their IDI ePortfolio and Gibbs' Reflective Framework to help them develop their intercultural skills. Some tasks are set as individual and some are set as group tasks.
 - **The intercultural competence development assessment takes place at the end of the semester in calendar week 23.** This consists of a 45-minute, individual and written reflection (Moodle, max. 30 lines) on a specific intercultural competence development course topic.
- International Business (60 % of final grade)**
 - 2-week international business challenge (15 %): This is a short project with students from Symbiosis, Delhi NCT, India. BFH students will identify a Swiss company which could expand its operations to India based on interviews with Symbiosis students. The students from Symbiosis will provide BFH students with information on the Indian market and the characteristics of India consumers to help identify a suitable Swiss company. The assessment will be in the form of a short video presentation to be submitted by **Thursday 2 April 2026** by BFH students. The best submission will receive an enhanced grade. The challenge will start with an online kick-off session on Monday 9 March 2026.
 - Individual final exam: 90 minutes (45 %) individual grade.

The exam will take place electronically and will include a combination of multiple choice, and short answer questions based on the content of the book. This will be held during the standard examination weeks.

Passed grades for the individual assessments may be carried over to the next semester if a student fails this course. This is only possible if there is no change to the module description and the assessment format.

Aids for written examination

For Intercultural Competence Development (40 % of the final grade)

- Lernstick
- 1 printed (not electronic) bilingual dictionary in mother tongue - examination language

For International Business (45 % of final grade)

- one sided A4 sheets/pages or two single sided A4 sheets/pages of summaries/notes from the textbook or class material
- 1 printed (not electronic) bilingual dictionary in mother tongue - examination language
- a calculator (model TI-30)

Mode of repetition

Passed grades for the individual assessments may be carried over to the next semester if a student fails this course. This is only possible if there is no change to the module description and the assessment format.

Follow-up modules

BIBM provides a basis for the specialisation Global Management

Degree programme, semester

BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
 BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
 BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
 BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
 BSc Business Administration, 2025-2026, 6 FS, VZ, Bern

WSBU - Sustainable Business - BWWh005

ECTS	3
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Binder Judith, Frecè Jan Thomas
Module responsibility	Frecè Jan Thomas
Short description of the module	Introduction into the sustainability perspective with focus on corporations and corporate sustainability, corporate values, sustainable management, sustainability in the digital domain. The acquired theoretical knowledge is applied practically during the semester.
Entry requirements	None, this is a foundation level module
Competencies upon completion	Subject: Students - understand the most relevant basic terms, concepts, and models related to sustainable business and apply them to real-world scenarios. - recognize (current and future) global ecological, social, and economic problems and challenges and can assess their significance and their interaction with the economy. - improve their understanding of the complex interactions between different parameters of sustainability (i.e., individuals, policy, society, financial system, companies). - know economic and corporate concepts and approaches linked to sustainable development and can assess these in real-world examples. Method: Students - learn to use data to analyze sustainability topics in an evidence-based and critically reflected way - adopt an open-minded approach to sustainability issues - practice self-learning Social: Students - practice discussing and presenting arguments with lecturers and classmates to benefit from their experience and enlarge their knowledge and perspective. Self: Students - learn to reflect on the economic, environmental, and social impacts of their individual (consumer) behavior - are sensitized to the need for sustainable development
Content	- The Concept of Sustainability - Sustainable Development vs. Corporate Sustainability - Pitfalls of Sustainable Resource Management - Functional Corporate Values and Corporate Sustainability - Circular Economy and Sustainability - Social Innovation - Sustainability in the Digital Realm

WSBU - Sustainable Business - BWWh005

Teaching and learning methods	Methods: • Theoretical input • Case-based practical work (alone and in groups) • Group presentation
Literature	Reader "Sustainable Business": https://link.springer.com/book/10.1007/978-3-031-25397-3
Workload	90 hours in total per week: • 1.5h of presence time (total: 21) • 4.9h of self-learning, presentation group work
Contact lessons	14x2 lectures - 1.5 hours per week
Attendance requirement	• Presence in the first week of the module • Presence at guest presentation (date will be communicated, when available) • Presence at the final presentation (official oral exam week)
Competency assessment	50% - Group presentation (individual marking) 50% - Individual, written, electronic test during exam week using exam stick (45 minutes, closed book, except reader in Moodle) The students are expected to answer the exam questions with self-formulated sentences. Copy/paste of an entire sentence or another part from the reader is NOT considered a valid answer. Both, the exam and the group presentation are graded individually with 0.5 steps.
Aids for written examination	BFH-provided reader
Mode of repetition	In the event of an unsatisfactory overall grade (<4), students have the opportunity to repeat the unsatisfactory sub grade(s) (<4) in order to improve the overall grade to 4.0
Degree programme, semester	BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern

WWWL - Economics - BWWh027

ECTS	3
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Foord Daniel
Module responsibility	Daniel Foord
Short description of the module	This module will introduce you to some of the key concepts in economics. We will explore a few of the main models in economic thinking and give you an analytical basis with which you can apply to the economy, society and politics. We will look at the micro economic foundations of "the market", market failure and consumer behaviour as well as macro economic topics including economic growth, inflation, unemployment and how they are measured. Underpinning all of this, is an examination of fiscal and monetary policy and the tools available to governments and central banks when intervening in the economy. Moreover this module will constantly touch upon many other current topics.
Entry requirements	Berufsmatura - Federal Vocational Baccalaureate

WVWL - Economics - BWWh027

Competencies upon completion

Subject specific
Students should be able to

understand and explain the basis of standard economic models and thought
depict how a simple market is formed and functions using basic economic models
apply economic thought and models to current affairs
understand the logic behind government interventions in markets
identify market failure and the need for intervention
explain the implications of various government policies (price floors, ceilings, subsidies, taxes etc.)
name the macro economic objectives of a state
explain what each of these objectives are
interpret the indicators measuring these objectives
manipulate some of the real world data that Switzerland publishes
critique some of the weaknesses of these objective and indicators
postulate on the implications of digital change for the economy
identify and explain the key structural changes for the Swiss and global economy

Problem solving/critical thinking
You

are able to apply basic economic models to news and current affairs
understand the data and data collection that has gone on behind the statistics in the news.
critique some of the basic assumptions of standard economic models
identify weakness in certain economic data
interpret data in the news and start to determine its validity/veracity

Collaboration (social competences): You

can contribute to objective discussions with colleagues
can assist colleagues in understanding economic news
can evaluate and weigh up various lines of argument

self-management (self-competences): You

learn to deal with autonomy and self-organisation
learn and work independently, recognise gaps in knowledge at an early stage and fill them independently
can critically question their own and others' judgements, can discuss them and develop them further in the pursuit of knowledge

Dealing with complexity: You

learn how to deal with complexity in the context of the interconnected subject matter of economics
learn about interdependencies between different economic variables
are able to estimate the complexity of so-called spillover effects between economic sub-markets such as the goods, labour, capital, money and foreign exchange markets.

WWWL - Economics - BWWh027

Content

The module is essentially divided into two themes:

Microeconomics
Macroeconomics

Subject content taught:

Price and market mechanisms
Market failure and government intervention
Behavioural economics
Measurement of economic activity and economic well being (GDP)
Equality/Poverty
Unemployment
Inflation
Monetary policy
Fiscal policy

Teaching and learning methods

The course will be taught in essentially in a standard lecture style.
It incorporates classroom simulation/games/experiments.
Moreover it explores real economic data that can be downloaded from the BFS, SECO and the SNB.

We will make considerable use of podcasts and short videos

Literature

Literature

Mankiw, Gregory N: Volkswirtschaftslehre, 7. Auflage 2017, Schäffer-Poeschel Verlag Stuttgart, ISBN 978-3-7910-4142-1
Mankiw, Gregory N: Economics, 5th Edition 2020, Cengage, ISBN: 9781473768543 (Used for lecture slides)
Mankiw, Gregory N: Economics, 6th Edition 2023, Cengage, ISBN: 9781473786981

I also publish a list of reading, watching & listening which covers the same content of the book - however it is a little harder to keep track of these but they are "free". It is up to you.
Earlier editions of Mankiw are also available, these will contain much of the same information but the chapter and structure of the book might differ.

Workload

90 Hours

Contact lessons

14 lectures @ 90 minutes

Attendance requirement

Attendance for tests on test day is obligatory.
For normal lectures there is no attendance requirement - although it's highly recommended

WWL - Economics - BWWh027

Competency assessment

Short tests and a final exam

Short tests (30%)

3 short 15 minute tests (calendar weeks 11, 18, 23) on basic terms in economics and topics that we have covered in class and in self-study in the preceding weeks. (10% each, total 30%)
The short tests must be done on-site and may not be done remotely.
Grading follows standar BFH regulations each test is graded separately.

Final exam (70%)

A final exam of 90 minutes in the official exam weeks. Consisting of a mix of multiple choice and short answer questions covering the whole semester. (70%)
Both assessments are online using Moodle.

Aids for written examination

Dictionary (mother tongue <-> English)

BFH pocket calculator

For details, see the current rules on assessments and exams in the Campus App

Mode of repetition

Short tests during the semester

Students who miss the in class tests will be required to submit a doctor's certificate.
It may be possible to catch-up the test within the same week as the test.

Final exam: Moodle exam in the standard exam window.

Repetition of the module:

Students may carry over the classroom tests that they passed from the previous semester.
The failed class tests can be resat.
Passed assessments cannot be resat.
Please inform your lecturer before the class tests.
The newest class test always counts.

The final exam (70% exam) is always resat.

The final grade is the calculated using the most recent grades.

Follow-up modules

Elective modules:
Real world economics
Social innovation

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern

SBF3 - Portfolio- & Risk Management - BWBh243

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Deglmann Florian, Gimeno Raúl Diego
Module responsibility	Gimeno Raúl
Short description of the module	The course comprises two parts: Portfolio Management and Risk Management We'll cover the most important methods/concepts as applied in practice (standards of "best practice") with a focus on financial risks (market risks, credit risk, operational risk, ALM). Holistic treatment of practical issues along the risk management process: risk identification, risk quantification, risk reporting, risk management, from strategic aspects (strategic risk management, ERM) all the way down to tactical and technical dimensions (risk quantification on a stand-alone basis, portfolio risk). You'll receive a sound introduction in portfolio management with emphasis given on the use of Excel as a calculation tool. Students learn how to use Excel in order to perform performance calculations.
Entry requirements	It is recommended to attend the previous courses in finance like IFMA / BFMA
Competencies upon completion	Subject: Students... • know the aims and basics of risk management • can calculate the market risk • can calculate the credit risk • are familiar with the most important methods and concepts for quantifying, controlling and managing risk • understand and apply the basic models of portfolio management. • understand the different performance measures and their respective drawbacks • perform portfolio optimizations • perform a performance attribution analysis Social: Students - analyze and discuss problems, in study groups, by considering, evaluating, substantiating and refuting a variety of different arguments - argue in a constructive and factual way - analyze the source of potential conflicts, perceive conflicts and solve them in a constructive way Self: Students - learn and work independently, recognize gaps in your knowledge and fill these gaps independently - critically reflect work and thought processes and develop possible courses of action - reflect and challenge personal and external judgments and develop these with regard to the assignment - draw conclusions from your experiences for your further studies and professional life and document these in your individual portfolio - evidence stamina when confronted with problems during their studies

SBF3 - Portfolio- & Risk Management - BWBh243

Content	- Introduction to Risk Management (risk, risk management process, risk categories)
	- Strategic Risk Management: economic capital, CAR, capital allocation
	- Credit Risk: credit risk framework, EL, UL
	- Market Risk: market risk framework, market risks on a stand-alone basis, portfolio risk measures
	- Liquidity Risk
	- Sovereign Risk
	- Capital adequacy (Basel III, Solvency Risk)
	Portfolio models: an introduction
	- efficient portfolios calculation
	- Estimating betas and the Security Market Line
	- Efficient portfolios
	- Performance attribution
Teaching and learning methods	- Blending learning with a mix of contact lessons and self-study. - Guided self-study with exercises and solutions - Use of videos as a teaching aid
Literature	Suggested books:
	Risk Management:
	Financial Institutions Management: a risk management approach, Anthony Saunders and Marcia Millon Cornett McGraw-Hill, 10th edition, softcover, ISBN 1260571475
	Portfolio Management:
	Investments, Bodie, Kane and Marcus, 12th edition, Paperback, McGraw-Hill 2021 ISBN 1260571157
Workload	180 hours
Contact lessons	14x4 lessons
Attendance requirement	no attendance requirement
Competency assessment	Written examination, 90 minutes, end of semester (CW 26 or 27)
	Excel-based exam on Moodle
	Online exam: Bring your own device

SBF3 - Portfolio- & Risk Management - BWBh243

Aids for written examination

- any pocket calculator
- Excel for Excel-based exam
- Formulary sheet (will be given on the examination day)

Mode of repetition

Repetition of the exam at the 2nd examination date (same format as at the 1st examination date) or repetition of the whole module a year later.

Degree programme, semester

BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern

SDB2 - Digital Business Transformation - BWBh262

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Obwegeser Nikolaus, Tumbas Sanja
Module responsibility	Dr. Tumbas Sanja
Short description of the module	Whether you are interested in services, pharma, software, or even media industry, you will find that each of these sectors is undergoing digital transformation. Even organizational functions, such as marketing, accounting, or HR are now becoming "digital." In this module, we are going to unpack what "digital" transformation really means and how it differs from traditional approaches. During the sessions, we will examine key concepts and practical skills required to manage digital transformation initiatives.
Entry requirements	None.
Competencies upon completion	Participants will be equipped to: • Discuss the function and core concepts of digital transformation initiatives. • Characterize widely used strategies for developing digital capabilities in organizations. • Analyze and assess practices and tools related to digital transformation in terms of their suitability for various use cases. • Develop transferable skills in analysis, research, argumented discussions, and critical thinking.
Content	The course will cover key aspects of digital business transformation, including: • Introduction to digital transformation • Digital strategy and value creation • Leadership for digital transformation • Culture as the key to transformation • Organizational agility • Real-world cases Please refer to Moodle for all further details.
Teaching and learning methods	A blended approach combining: • On-campus lectures and interactive activities to deliver core concepts • Coaching sessions • Asynchronous online learning for guided self-study and reflection.

SDB2 - Digital Business Transformation - BWBh262

Literature	Selected readings will be provided for each session. Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Review Press. Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2019). The technology fallacy: How people are the real key to digital transformation. MIT Press. Leonardi, P. M., & Neeley, T. (2022). The digital mindset: What it really takes to thrive in the age of data, algorithms, and AI. Harvard Business Review Press.
Workload	180 hours.
Contact lessons	Hybrid approach including: - On-campus sessions - Online sessions - Personalized, guided learning paths.
Attendance requirement	Attendance is strongly encouraged for case study discussion sessions and guest speakers.
Competency assessment	Written exam during regular exam weeks (i.e., in CW 26-27). Exam duration 75 minutes. <u>Individual grade</u> .
Aids for written examination	Closed book exam.
Mode of repetition	The final exam can be repeated on the next exam date.
Follow-up modules	Digital Technology Management (SDB1) Digital Markets and Platform Ecosystems (SDB3)
Degree programme, semester	BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc Business Administration, 2025-2026, 8 FS, TZ, Bern BSc Business Administration, 2025-2026, 4 FS, TZ, Bern BSc Business Administration, 2025-2026, 4 FS, VZ, Bern BSc Business Administration, 2025-2026, 6 FS, VZ, Bern BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern

SDB3 - Digital Markets and Platform Ecosystems - BWBh263

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Thies Ferdinand
Module responsibility	Thies Ferdinand
Short description of the module	Digital markets and platform ecosystems have emerged as powerful new organizational forms and disrupted the business landscape across various industries. In this module, students will • Learn how platform ecosystems function and how they differ from other market forms • Analyze and evaluate platform based business models • Critically assess the role of IT in the development of platform based ecosystems • Engage with concrete cases to reflect on potential future developments of digital markets & platform ecosystems
Entry requirements	none
Competencies upon completion	Students will be able to: • Understand and evaluate digital business models • Assess the viability of different platform based business models • Understand and analyze new forms of value creation in a digital environment • Describe the dynamics of digital platforms and transfer this knowledge to different upcoming business ideas
Content	• Electronic Markets • From Pipeline to Platforms • Introduction to Platform Economics: Network Effects • Introduction to Platform Economics: Scaling • Principles of Platform Ecosystems: Interaction • Strategies in a Platform Economy: Competition, Pricing & Monetization • Platform Governance: Control Mechanisms • Metaverses • Enshittification of Platforms and how they die
Teaching and learning methods	• Weekly classes with interactive sessions, group tasks and theoretical input • Weekly Flipped Classroom sequences
Literature	Choudary, Sangeet Paul (2015): Platform Scale. How an emerging business model helps startups build large empires with minimum investment, Platform Thinking Labs. Parker, Geoffrey; van Alstyne, Marshall W.; Choudary, Sangeet Paul (2016): Platform Revolution. How Networked Markets are Transforming the Economy-and How to Make Them Work for You, Norton & Company
Workload	180h

SDB3 - Digital Markets and Platform Ecosystems - BWBh263

Contact lessons

14/28h

Attendance requirement

- Attendance requirement for the presentations. Students chose the week of their presentation themselves.
- Attendance requirement for at least 4 out of 13 quizzes

Competency assessment

- 60 % group work with 2 short presentations during the semester (individual grading for both)
- 40 % individual assignment on weekly quizzes on last weeks content:
- In class quizzes will be offered every week
- At least 4 out of 13 need to be completed
- Highest scoring quizzes will define the grade (Top 3 Scores)
- Bonus points for 10 or more completions
- Both Competency Assessments have to be passed
- Detailed competency assessment description will be provided in the first lecture

Mode of repetition

Failed competency assessments can be repeated at the next module implementation.

Both competency assessments (group work and individual work) can be individually repeated.

When repeating the module, sufficient partial proofs of competence will be taken into account provided that the type and composition of the partial proofs of competence have not changed.

Degree programme, semester

BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern

SIE1 - Customer Side of Innovation - BWBh301

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gurtner Nadine
Module responsibility	Gurtner Nadine
Short description of the module	In this module, students will learn about the perspective of customers, who ultimately determine through their consumer behavior whether innovations fail or succeed. The role of the customer in the creation and diffusion of innovation is examined through a series of flipped classroom sessions, in which student groups present experiments they have conducted and design an accompanying lecture and workshop.
Entry requirements	Basic knowledge in the fields of innovation and entrepreneurship, as taught in the elective module "Innovation and Entrepreneurship."
Competencies upon completion	Expertise: innovation management, market research, consumer behavior Methodological competencies: quantitative methods of empirical social research, digital skills, project management Social skills: teamwork, presentation techniques, motivational skills Self-competencies: personal initiative, decisiveness, self-discipline
Content	The customer is king. This old saying beautifully expresses the power customers have over the success of innovations. For companies, customers are often both the source of innovations and their judge. Customers will buy only products they perceive as beneficial, and only those products will succeed in the market. In this module, we will explore interactively why some innovations go viral while others fail, what roles customers play in the development of innovations, and how to create value for customers. The course will cover topics such as innovation adoption and diffusion, user innovation, value creation through innovation, resistance to innovation, and social media as an accelerator of innovation diffusion.
Teaching and learning methods	The didactic concept of the course is interactive and diverse. Students prepare one teaching unit by studying the relevant literature, conducting a small empirical experiment, designing a lecture, and leading a workshop with other students to transfer the knowledge of the teaching unit to practical application. The course will begin with a kick-off and methods section, followed by student-led flipped classroom sessions. Students will work in groups on three tasks: 1) an experiment, 2) lecture preparation, and 3) workshop preparation. At the end of the course, each student will submit an individual learning video.
Literature	For each topic, a basic set of literature is provided to students as preparation for the flipped classroom.
Workload	180h
Contact lessons	Presence is mandatory in the following weeks: CW 8, 10, 12, 16, 18, 22

SIE1 - Customer Side of Innovation - BWBh301

Attendance requirement	Students must be present at all on-campus sessions (see dates above). Attendance will be monitored, and students will complete a short reflection task at the end of each flipped classroom session in class to demonstrate what they learned. Attendance during all on-campus sessions is a prerequisite for the grading of the group competency assessment.
Competency assessment	Types of assessments (percentage of overall individual module grade) <u>Group work with group assessment:</u> - Conducting and documenting a small explorative research experiment (35%) - Developing and presenting a teaching session as well as a workshop on a dedicated topic (35%) The competence assessment of the group work will take place in CWs 10, 12, 16, 18, and 22. <u>Individual work with individual assessment:</u> - Individual lessons learned video (30%) The learning video will be submitted individually on Moodle at the end of the semester.
Aids for written examination	There is no written examination.
Mode of repetition	If the individual competence assessment (video submission) is failed, students may repeat it in the next semester. If the group assessments (experiment, lecture & workshop) are failed, students may only repeat them in the next spring semester.
Follow-up modules	Specialization Innovation & Entrepreneurship: • Decision Making of Consumers and Manager • Refining Business Models
Degree programme, semester	BSc Business Administration, 2025-2026, 6 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern BSc Business Administration, 2025-2026, 4 FS, TZ, Bern BSc Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern BSc Business Administration, 2025-2026, 4 FS, VZ, Bern BSc Business Administration, 2025-2026, 8 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern

SGM1 - Going Global - BWBh341

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Bürki Jacqueline, Serrano Omar Ramon
Module responsibility	Bürki Jacqueline
Short description of the module	Students will work on a live case from a company wanting to expand or evaluate its operations internationally, thus applying their knowledge and skills of international expansion strategy, international operations and working in an international environment in multicultural teams. It commences with developing an understanding of the international enterprise and its opportunities and challenges in a globalized world, covering the following three areas: • Reinforcing foundations of international business such as globalization, global economics and the internationalization paths of an enterprise. • Strategies of an enterprise expanding into foreign markets. • And operations of a company with an international/global presence and its management of the cross-border business functions (i.e. international HR, Marketing, etc.)
Entry requirements	foundation in business, international business, strategy and academic skills

SGM1 - Going Global - BWBh341

Competencies upon completion

Subject: Students

- understand the phenomena of internationalization of firms; the reasons and drivers of companies to go international/global
- understand the specifics of the international operations of an enterprise
- understand and are able to apply the strategic process of going international/global
- understand and are able to develop a strategy for international expansion
- are able to develop solutions for challenges the company is facing within its international operations
- are able to apply their intercultural competences and sensitivity to working in multicultural teams in a virtual and hybrid environment with multiple stakeholders

Method: Students

- understand the process of developing international expansion strategies as an integral part for a corporate strategic planning process
- know, understand and are able to implement the international expansion specific steps of the strategic planning process (strategic analysis, choice of target markets, market entry, strategic evaluation)
- are aware of the differing academic and individual cultures and learn how to deal with opportunities and challenges working in a multicultural project team
- learn how to manage working in a virtual team, applying different perspectives which could lead to innovative solutions

Social: Students

- learn how to prepare for and ask relevant questions, engaging with the live case partner, in order to benefit from their practical experience and enlarge their own knowledge of international business
- learn to work in multicultural mixed teams of students virtually and during the study trips
- learn to plan and organize themselves during the study trips, where a balance between study, sightseeing and social life will need to be achieved

Content

Besides relevant concepts and frameworks of global economy, international strategy and operations this module builds on real cases of companies entering and operating in foreign markets. Thus, students work on a live case of a company aiming to go global or to improve its global operations. The live case company and the challenge it is facing in their international strategy and/or operations will be presented to the students during the module. Students work in mixed teams from the participating partner university(s) and apply their knowledge acquired in preceding modules to complete assignments arising out of the live case. Student teams will meet each other during a kickoff event and work virtually as teams during the semester to present final results during a study trip. BFH students, please note that the study trip is from 8 - 10 June and is mandatory.

Teaching and learning methods

Problem-based learning with input, coaching and self-directed work. Students will be assigned tasks and readings which will support them in completing the live case assignments. This is an applied course, students will be expected to apply their prior acquired knowledge and experience in analysing and providing solutions to the live case.

All coaching sessions are mandatory, students are expected to be prepared for these coaching sessions, that is the coach is only able to support in so far as the team being prepared with questions they require support with.

Literature

Input from the Live Case partner, videos, slides, articles and selected chapters from various sources provided by lecturers via Moodle.

Workload

6 ECTS, 180 hours

SGM1 - Going Global - BWBh341

Contact lessons

Contact lessons will be a mixture of onsite hybrid, online input sessions as well as online coaching. Please follow the course schedule which will be published on Moodle at the beginning of the semester. Take note of the relevant dates and deadlines, as well as the mandatory attendance for the following sessions:

- CW12 (20 March) ONLINE Course kick off, team building and Live Case introduction
- CW13 (27 March) ONLINE Supervised Live Case jigsaw
- CW16 (17 April) ONLINE Mandatory coaching all teams
- CW17 (23 April informal meet up with HM students 17h30 onwards & 24 April Status update presentations on CAMPUS BFH
- CW19 (08 May) ONLINE Q&A session with live case partner
- CW22 (29 May) ONLINE Status update presentation, Fishbowl coaching session
- CW23 (05 June) ONLINE Mandatory coaching all teams
- CW24 (8 - 10 June) Study trip to HM Munich and final presentations to Live Case partner

Attendance requirement

Mandatory attendance for the following sessions:

- CW12 (20 March) ONLINE Course kick off, team building and Live Case introduction
- CW13 (27 March) ONLINE Supervised Live Case jigsaw
- CW16 (17 April) ONLINE Mandatory coaching all teams
- CW17 (23 April informal meet up with HM students 17h30 onwards & 24 April Status update presentations on CAMPUS BFH
- CW19 (08 May) ONLINE Q&A session with live case partner
- CW22 (29 May) ONLINE Status update presentation, Fishbowl coaching session
- CW23 (05 June) ONLINE Mandatory coaching all teams
- CW24 (8 - 10 June) Study trip to HM Munich and final presentations to Live Case partner

Competency assessment

There are two assessment components in this course. Both assessments are completed in groups with a group grade based on the fact that a key learning outcome is being able to deal with the complexity of multicultural cooperation (BFH with HM Munich) in a virtual exchange modality, where students are expected to apply the skills they have developed during their studies. That is cultural sensitivity and perspective taking.

Assignment 1 (50 % of final grade) is a written assignment (group work, all members of the group receive the same grade). The report length is max. 15 pages (excluding title pages, bibliography and the appendix). All relevant and important conclusions are in the 15 pages, the appendix includes supporting information.

Assignment 2 (50 % of final grade) is a presentation, a defense of the written report (group work, all members of the group receive the same grade). The presentation is 20 minutes followed by a Q&A from the Live Case partner and lecturing team.

Students who do not take part in the study trip will not be able to successfully complete the module.

The deadline for both assignments is CW24 Monday morning 8 June 09h00 on Moodle.

Aids for written examination

none

Mode of repetition

Student teams who do not achieve the minimum pass grade for each assignment will have the opportunity to resubmit within a 10-day period, based on directives from the lecturing team. The max. grade for resubmission is a pass grade 4.

Degree programme, semester

BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern

SMM3 - International Marketing Management - BWBh363

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Feurer Sven
Module responsibility	Feurer Sven
Short description of the module	Many companies are generating an increasing proportion of their sales/profit abroad. The course seeks to provide an overview of key concepts and analytical techniques of global marketing and illustrate its role in the global economy. The course (taught in English language), enables students to appreciate the complexity, challenges, and opportunities in the context of marketing across borders. They will first learn about the challenges relating to international marketing and then how these can be successfully mastered. Goals: Students • Know about the impact that culture has on international buyer behavior • Are able to evaluate the attractiveness of country markets and can develop a market entry strategy based on this evaluation • Know the fundamental challenges in international market research • Know the advantages and disadvantages of standardizing versus differentiating tactical marketing instruments (marketing mix) • Can apply their knowledge in the context of an online-based simulation, identify problems that arise and develop approaches to solving them
Entry requirements	marketing fundamentals (IMAR/BMAR)
Competencies upon completion	Professional competence: Students... • Know the peculiarities of international marketing • Are able to develop and evaluate a go-to-market strategy for an international corporation • Are able to question and evaluate company activities relating to international marketing Methodological competence: Students... • Learn to organize themselves in a group • Conduct analyses and develop solutions under time pressure • Adapt their knowledge in response to different tasks • Expand their problem-solving competence • Connect theoretical underpinnings with practical tasks Social competence: Students... • Are able to critically question and reflect on their own reactions to challenges in international marketing • Actively deal with entrepreneurial realizations • Deal constructively with the views of others

SMM3 - International Marketing Management - BWBh363

Content	• Market entry decisions • The timing of market entry. • Market entry strategies. • Designing the global marketing program. • Implementing and coordinating the global marketing program • Theoretical underpinnings of International Marketing • Transfer of knowledge to real-world problems • Practical examples
Teaching and learning methods	• Lecture and discussion • Guest lectures • Student presentations and coaching • Online-based International Marketing Simulation • Self-study • Note: Students are expected to show a high degree of personal initiative
Literature	Recommended Literature: Kotabe, Masaaki and Kristiaan Helsen (2011), Global Marketing Management, 5. edition , John Wiley & Sons, Inc.
Workload	180 hours
Contact lessons	36-40 hours of classroom studies 140-144 hours self-study
Attendance requirement	yes, on kickoff and simulation days (CW 8, 19, 21, 22, 23)
Competency assessment	• Group task (written strategy outline and performance report, based on group task), weight 50 %, due at the end of the lecture period. Individual adjustments based on peer evaluation possible. • Individual task (exam), weight 50 % in the official exam weeks, 60 minutes, PC-based (online/Moodle) Both tasks have to be passed in order to pass the module.
Aids for written examination	• Any model of TI30 calculator • Printed bilingual dictionary (mother tongue - examination language) For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App
Mode of repetition	The written exam can be repeated at the next examination date of the module.
Degree programme, semester	BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern BSc Business Administration, 2025-2026, 6 FS, VZ, Bern BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern BSc Business Administration, 2025-2026, 6 FS, TZ, Bern BSc Business Administration, 2025-2026, 8 FS, TZ, Bern BSc Business Administration, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc Business Administration, 2025-2026, 4 FS, VZ, Bern BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern

SAI3 - Building AI Applications - BWWh263

ECTS	6
Unterrichtssprache	Englisch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Gygli Marcel, Singh Siddhartha
Modulverantwortung	Prof. Dr. Marcel Gygli
Kurzbeschreibung des Moduls	In diesem Modul lernen die Studierenden AI Algorithmen mithilfe von Python zu implementieren. In der ersten Hälfte des Moduls lernen sie grundlegende Algorithmen wie Lineare Regressionen, Klassifikationen und Clustering Methoden kennen. Im zweiten Teil lernen sie mit Hilfe von grossen Sprachmodellen einen kleinen eigenen RAG-Chatbot zu bauen.
Eingangskompetenz	Fachkompetenzen: - Kompetenzen der Module WSEG und WSEN Kompetenzen gemäss Kompetenzmodell BFH-W: - Kompetenzen der Module WSEG und WSEN - Kompetenzen des Moduls EAAI hilfreich aber nicht zwingend
Kompetenz	Fachkompetenzen: Die Studierenden erhalten ein Verständnis für unterschiedliche Algorithmen die für AI-Applikationen wichtig sind: - Lineare Regressionen - Gradient Descent - Multiple & Logistische Regressionen - Klassifikationen - Clustering Die Studierenden lernen die Grundlagen für die Implementierung eines RAG-Chatbots kennen: - Word-Embeddings - Vektor-Datenbanken - Grosse Sprachmodelle (Llama) - APIs für Sprachmodelle (ollama) Die Studierenden können einen eigenen Use-Case mithilfe eines RAG-Chatbots umsetzen
Inhalt	- Kennenlernen & Implementieren von AI Algorithmen - Kennenlernen der Grundlagen von RAG Applikationen - Implementieren von RAG-Applikationen
Workload	180h
Kontaktstudium	Block zu 4 Lektionen pro Woche, 14 Wochen

SAI3 - Building AI Applications - BWWh263

Präsenzpflicht	-
Kompetenznachweis	Semesterprojekt (50%) Gruppenwertung: Implementierung eines RAG-Chatbots für einen eigenen Use-Case Schlussprüfung (50%) Einzelwertung: Schriftliche PC Prüfung in den offiziellen Prüfungswochen(Open Book, 90min)
Hilfsmittel bei schriftlicher Prüfung	Open Book (ohne Internet)
Wiederholungsmodalitäten	-
Studiengang, Semester	BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern BSc Wirtschaftsinformatik, 2025-2026, 6 FS, TZ, Bern BSc Wirtschaftsinformatik, 2025-2026, 6 FS, VZ, Bern BSc Wirtschaftsinformatik, 2025-2026, 8 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern

SBD1 - Forecasting and interactive apps - BWWh205

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gomez Teijeiro Lucia, Krebs Michel, Kwuida Léonard
Module responsibility	Michel Krebs
Short description of the module	The SBD1 module provides a prerequisite-free introduction to the tools of data analysis. In particular, students from the BBA programme are also welcome. Following EMPR, knowledge of the programming language R is expanded. In addition to data manipulation, further emphasis is placed on the reproducibility of the analysis as well as on reporting.
Entry requirements	Interest in data science and quantitative methods.
Competencies upon completion	Subject: Students have to understand and apply basic concepts of data science Methods: Students understand the formalism of data analysis applied to simple questions of economic sciences; they understand the role model of data in the analysis of economic and social problems; they use logic and causality as constituent elements in reasoning and problem analysis Students use the well know tools like R, markdown and LaTeX to analyse data and report their investigation. Social: Students discuss and analyse problems in groups; they consider and rate various arguments in order to prove or refute them; their disputes are constructive and clearly separated from personal attitude Self: Students have to organize themselves while self reflecting their skills and weaknesses
Content	The students learn the basic tools of data analysis and are able to use this knowledge to solve applied problems out of economic sciences.
Teaching and learning methods	Weekly lessons with weekly exercise classes.
Literature	R for Data Science - Hadley Wickham: https://r4ds.had.co.nz/index.html

SBD1 - Forecasting and interactive apps - BWWh205

Workload	180 hours
Contact lessons	14 x 4 hours, each one 45 minutes (teaching, exercises and coaching)
Attendance requirement	None
Competency assessment	- Writtten final examination at the end of the semester in the official examination weeks (90 minutes, weighting 50%) - Written assignments during the semester (homework or tests on side), weighting alltogether 50%
Aids for written examination	Dictionary (mother tongue <-> English) BFH pocket calculator For details, see the current directive on proof of competence in Moodle
Mode of repetition	Only insufficient parts of the proof of competence can be repeated.
Comment	If no foreign students attend the lecture, German will be used instead of English
Degree programme, semester	BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern

SBD3 - Advanced Analytics for Decision-Making - BWWh204

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gomez Teixeira Lucia, Hadji Misheva Branka, Zangger Christoph
Module responsibility	Hadji Misheva Branka
Short description of the module	This course introduces the fundamental concepts, methodologies, and practical skills for applying Artificial Intelligence (AI) and Generative AI (GenAI) to real-world business problems. Students will learn how to translate business challenges into AI-driven data problems and generate meaningful insights from structured and unstructured data. The course covers key techniques from machine learning, natural language processing, and generative models, emphasizing hands-on experimentation and application. A practical approach will be taken using R and modern AI tools.
Entry requirements	Knowledge of basic statistics
Competencies upon completion	- Understand the main techniques and methods in Artificial Intelligence (AI) and Generative AI (GenAI) for analyzing quantitative and qualitative data. - Learn how to apply AI-driven methods to solve business problems using data from diverse real-world cases. - Learn how to use advanced AI and analytics libraries in R and how to communicate AI-driven insights and data-informed decisions to various business stakeholders. - Learn how to build, evaluate, and interpret predictive and generative models. - Learn how to extract, analyze, and generate meaningful insights from text data using Natural Language Processing (NLP) and GenAI techniques.
Content	- Introduction to AI-driven data analytics - Advanced modelling techniques and their application to business problems. - Supervised learning methods for prediction and classification. - Unsupervised learning for pattern discovery and data exploration. - Text mining and Generative AI for extracting and generating insights from text data. - Explainable and Responsible AI for transparent, fair, and accountable model use.

SBD3 - Advanced Analytics for Decision-Making - BWWh204

Teaching and learning methods	Theory concerning advanced analytics methods is explained by the lecturers and discussed jointly with students Individual and team work on the different subjects
Literature	Wickham, H. and Grolemund, G. 2017. R for Data Science Ohri. A. (2013). R for Business Analytics Empirical research articles to be communicated during the course Online video tutorials on R and R markdown
Workload	180h
Contact lessons	14x4 classes (45min each including teaching + exercise sessions)
Attendance requirement	None
Competency assessment	Group projects (50% each). Two graded group projects involving end-to-end analytics on real data. Results are documented with Quarto (written work, collective assessment) and presented in the last session of the course (KW 22 & 23, oral presentation, individual assessment). During the presentations, individual competences will be assessed through separate questions.
Degree programme, semester	BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern

SDA1 - Digital Design Architecture - BWWh221

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Höhn Sebastian, Jarchow Thomas
Module responsibility	Thomas Jarchow und Sebastian Höhn
Short description of the module	The ongoing digital revolution is increasing the dependency on IT systems, applications, and infrastructure. Digital Design Architecture enables the long-term and sustainable implementation of corporate strategies, as well as the flexible support of an organization's business models. To achieve this, it is essential to consider the existing framework of conditions and the long-term goals, objectives, and strategies of the company in question. The objective is to provide guidance on the implementation of business models by addressing the following questions: For whom are we creating what kind of benefit, and how are we delivering performance and generating value for our organization? In the initial phase, students are instructed on how to construct an architectural blueprint for an organization and how to derive an ideal information system architecture from it. It is essential to have a thorough understanding of the business models and capabilities, as well as to be able to model business objects, processes, and transactions. Students are guided by the following question: "What is the organization's desired destination?" (Ideal conception) and learn to validate this ideal conception based on design principles and with the help of different views. In the second part of the course, students learn how to assess and discuss the architectural maturity of an organization, as well as how to design architectural processes and manage changes and interactions within and outside the organization. They are guided by the following questions: "How should the learning of the involved organizations be structured?" What direction should the implementation of the business models take? How can the viability of cross-organizational, innovative projects be evaluated, and how can the tendency towards entropy be counteracted? Does the evolution of the architecture align the IT systems with the actual business processes (including management and support processes)? Topics include the use of architectural foundations, the early co-creation of ideas, and solutions for lasting change to the enterprise architecture. The architect in an organization must possess social competence, methodology expertise, and the ability to contribute to the company's development. For an excellent example of this, see Lenzburger Architekturmanifest 2014.
Entry requirements	This is an advanced specialization module designed for students who have completed the compulsory foundational courses within the curriculum. These prerequisite courses provide the essential knowledge and skills needed to succeed in this module's more focused and in-depth exploration of specialized topics.

SDA1 - Digital Design Architecture - BWWh221

Competencies upon completion

Professional Competencies

Students will:

- **Understand and apply** methods for describing both process and structural organization.
- Be **familiar with architectural views** and know how to implement them effectively.
- **Recognize** and **utilize** architectural patterns in various contexts.

Methodological Skills

Students will:

- **Develop** ideal enterprise architectures and corresponding information system architectures.
- **Gather, present, test, evaluate, refine, and sustain** architectural processes in inter-organizational settings.
- **Acquire necessary information** and **apply** appropriate methodologies. Elicit, document, and align requirements effectively.
- **Discuss** architectural challenges grounded in established architectural principles, guidelines, and standards.
- **Embed** architectural change processes within organizations.
- **Formulate** and **refine** initial concepts through preliminary sketches and drafts.
- **Communicate** enterprise architectures and architectural principles in an accessible, user-oriented manner.
- **Utilize** UML and ArchiMate for architectural descriptions (basic knowledge of UML is expected; see recommended literature).

Social Skills

Students will:

- Collaboratively **create** and **refine** architectures within a team environment.
- **Communicate** and **defend** ideas effectively using teamwork outputs.
- **Accept** and **offer** constructive criticism.
- **Provide guidance** and support for projects facing architectural challenges.

Self-Competencies

Students will:

- Build confidence in **developing** company-wide and application-specific architectures.
 - Be willing to propose, sketch, and debate **innovative ideas**.
 - **Reflect** on personal learning processes and professional actions.
 - **Thoughtfully discuss and implement** improvements to deliverables.
 - **Conduct independent analyses** with accuracy and diligence.
-

SDA1 - Digital Design Architecture - BWWh221

Content

This module covers the fundamentals of architecture management, exploring its role and strategic importance within organizational contexts. Students will examine how architecture management serves as a critical bridge between business strategy and technical implementation.

The course addresses sustainable business architecture design, focusing on principles for developing adaptable and future-oriented architectural solutions that can evolve with changing organizational needs. Emphasis is placed on creating architectures that support long-term viability and organizational resilience.

Application landscape planning forms a central component, providing comprehensive approaches to designing integrated application environments that align with business objectives. This includes understanding the complexities of modern enterprise technology ecosystems and their interdependencies.

The module explores business capability-driven architecture, examining how architectural evolution can be guided through systematic business capability analysis and management. This approach emphasizes the connection between business functions and supporting technology solutions.

Enterprise architecture strategy is presented as a framework for organizational alignment and operational effectiveness. Students learn how architecture can serve as a strategic enabler rather than merely a technical discipline.

Industry-standard architecture frameworks and methodologies are introduced, providing structured approaches to enterprise architecture practice. This includes examination of established frameworks and their practical application in various organizational contexts.

Business-IT alignment strategies are addressed, focusing on maintaining coherence between business objectives and technology solutions over time. The course emphasizes the dynamic nature of this alignment and methods for sustaining it.

Methods for architectural maturity assessment are presented, enabling students to evaluate and improve organizational architecture capabilities. This includes frameworks for measuring current state and planning capability development.

Teaching and learning methods

In-Class Learning

- **Lectures for Theory Input:** introduce and explain theoretical concepts and frameworks.
- **Group Discussions and Collaborative Work:** Interactive sessions to analyze and discuss topics, promoting deeper understanding through peer interaction.
- **Coaching Sessions:** Targeted support and guidance to address challenges and enhance learning.
- **Presentation of Results:** Opportunities to present findings, fostering communication skills and reinforcing their understanding.

Outside of Class:

- **Group Work:** Collaborative projects to apply concepts and develop solutions together.
- **Group Coordination and Collaboration:** Coordination within groups and with other groups to ensure a cohesive approach, practice teamwork and project management skills.

SDA1 - Digital Design Architecture - BWWh221

Literature

Mandatory literature

- Enterprise Architecture as Strategy - Creating a Foundation for Business Execution. J.W. Ross, P. Weill, D. Robertson. Harvard Business School Press, 2006. ISBN-Nr. 978-1-59139-839-4.
- Quasar Enterprise - Anwendungslandschaften serviceorientiert gestalten. G. Engels, A. Hess, B. Humm, O. Juwig, M. Lohmann, J.-P. Richter, M. Voss, J. Willkomm. dpunkt Verlag, 2008. ISBN-Nr. 978-3-89864-506-5. <https://www.dpunkt.de/buecher/4671/quasar-enterprise.html>
- TOGAF 9.1. The Open Group, 2011. ISBN: 9789087536794, <http://pubs.opengroup.org/architecture/togaf9-doc/arch/>

Recommended literature

- Lenzburger Architekturmanifest. sitic.org, 2014. sitic.org/lenzburger-architekturmanifest
- Managed Evolution - A Strategy for Very Large Information Systems. S. Murer, B. Bonati, F. Furrer. Springer, 2011. ISBN-Nr. 978-3-642-01632-5
- UML 2.5: Das umfassende Handbuch. C. Kecher, A. Salvanos. Rheinwerk Computing; 5. Auflage, 2015. ISBN-Nr. 978-3836229777 Additional,
- Inge Hanschke. Strategisches Management der IT-Landschaft / Ein praktischer Leitfaden für das Enterprise Architecture Management, München, Carl Hanser Verlag, 2010.

Workload

6 ECTS require 180h effort:

- 30-40h face-to-face lessons
- 30-40h coaching
- 100-120h group and self-study

Contact lessons

Lessons and coaching sessions are held weekly in blocks of 4 lessons either in class or online (a hybrid mode will NOT be provided). [Planned are 24 lessons for theory and 24 lessons for coaching over the whole semester.]

A detailed schedule will be available on Moodle at the beginning of term.

Competency assessment

The module assessment includes **one graded group assignments**, completed over the course of the semester, which contributes 40% to the final grade. The assignment will be assessed with a group grade. The scheduled date is week 23.

In addition, there is an **individual assignment** that accounts for 60% of the final grade. This is **scheduled for week 25**.

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern

SDA3 - UX & UI Design - BWWh223

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Anderegg Urs, Höhn Sebastian, Stirnemann Julia Mia
Module responsibility	Annina Brügger, Bill Ramon
Short description of the module	In today's digital environment, user experience (UX) and user interface (UI) design are critical factors in the development of effective and engaging applications. This module provides an overview of the essential concepts of UX with a focus on user research and testing, with the aim of building a solid foundation in these critical areas. Participants will explore user experience (UX) theory and learn about user-centred design principles and best practices. The focus will be on user research, defining requirements, building a prototype and user testing. In addition, the course provides an in-depth exploration of selected topics in this broad area, enabling students to develop a more nuanced understanding of how to design meaningful and accessible digital experiences.
Entry requirements	There are no specific entry requirements. This is an advanced specialization module designed for students who have completed the compulsory foundational courses within the curriculum. These prerequisite courses provide the essential knowledge and skills needed to succeed in this module's more focused and in-depth exploration of specialized topics.
Competencies upon completion	Upon completing this module, students will be able to: - Remember and understand key concepts in User Experience (UX) and User Interface (UI) design, establishing a strong foundational knowledge. Understand and apply user Research, and User Testings. Create simple prototypes using state-of-the-art tools, showcasing practical skills in translating design concepts into functional models. Analyze and evaluate existing UI designs to identify areas for improvement and suggest informed enhancements.
Content	This module provides a practical and comprehensive introduction to the principles of User Experience (UX) and User Interface (UI) design, framed within real-world scenarios and projects to reinforce learning. Students will engage with the following key topics: - User research, user testing: We teach various methods of user research and testing and will test these using examples. - Introduction to UX Design: Foundational concepts of UX design are introduced, covering user-centered design, empathy mapping, and the user journey. Students will learn to view products from a user's perspective, emphasizing usability and intuitive interaction. - Prototyping with Figma: Using Figma, a leading industry tool, students will develop their skills in creating interactive prototypes. They will move from wireframes to functional prototypes, learning how to iterate designs efficiently and incorporate user feedback. - Presentations by Practitioners: Throughout the module, guest speakers from the industry will share insights into the latest trends and real-world applications of UX and UI principles. These sessions provide students with valuable exposure to current practices and professional standards. This module's approach, focused on real-world projects, ensures that students gain both theoretical knowledge and practical skills, preparing them for meaningful contributions to UX and UI design in diverse professional settings.

SDA3 - UX & UI Design - BWWh223

Teaching and learning methods	This module combines online lectures with in-person sessions, offering a flexible and engaging learning experience. Emphasis is placed on hands-on assignments, allowing students to build practical skills in analyzing and designing fundamental user experiences. Through case studies, students will apply theoretical knowledge to realistic scenarios, deepening their understanding and fostering the ability to create effective, user-centered designs.
Literature	- Krug, S. (2013). Don't Make Me Think, Revisited: A Common Sense Approach to Web Usability - Norman, D. (2013). The Design of Everyday Things Additional materials will be given as necessary throughout the course.
Workload	180 hours for 6 ETCS
Contact lessons	The module schedule will be made available on Moodle during the first week of the semester. There will be some mandatory on site classes. Asynchronous online sessions and other course content will be made available on Moodle during the week they are scheduled, allowing students to progress through the material in alignment with the module timeline.
Attendance requirement	Attendance is not required except for presentations. Dates will be published in the beginning of the semester.
Competency assessment	The module assessment is a project grade. Each group has to present 4 times during the semester and at the end of the semester, the group project will be assign with the final grade (100%). Each member of the group receives the same grade (individual grades are possible). Each presentation during the semester has to be attended by at least one member of the group.
Mode of repetition	The group assignments have to be passed (grade better than 4.0).
Degree programme, semester	BSc Digital Business & AI, 2026-2027, 4 FS, TZ, Bern BSc Digital Business & AI, 2028-2029, 8 FS, TZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern BSc Digital Business & AI, 2026-2027, 8 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern BSc Digital Business & AI, 2026-2027, 6 FS, VZ, Bern BSc Digital Business & AI, 2027-2028, 6 FS, VZ, Bern BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern BSc Digital Business & AI, 2027-2028, 8 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern BSc Digital Business & AI, 2027-2028, 6 FS, TZ, Bern BSc Digital Business & AI, 2026-2027, 6 FS, TZ, Bern BSc Business Information Technology, 2026-2027, 8 FS, TZ, Bern BSc Digital Business & AI, 2026-2027, 4 FS, VZ, Bern

SAD3 - Data in Action: Practice, Ethics and Compliance - BWBh443

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gomez Teijeiro Lucia, Krebs Michel, Zangger Christoph
Module responsibility	Gomez Teijeiro Lucia
Short description of the module	This course offers an innovative exploration of how organizations strategically and responsibly leverage data and AI to create value, while navigating regulatory requirements, ethical dilemmas, and compliance obligations. Students will learn to translate real-inspired organizational case studies into the three pillars of data practice, ethical responsibility, and regulatory compliance. The course takes a holistic view of data operations and services in organizations through case-based learning, a practical approach to learning in which the students will work both individually and in groups across the three pillars: data practice, ethics, and compliance.
Entry requirements	- No programming or legal knowledge backgrounds are required, all essential knowledge will be provided. - Basic understanding of business operations and organizational structures. - Introductory knowledge of data concepts is recommended but not mandatory (collection, data types, analytics, etc.). - Motivation to engage in innovative, applied and participatory learning.
Competencies upon completion	- Holistic understanding of the data lifecycle and experience in framing how it can be strategized given diverse organizational settings. - Bases for the identification and ability to analyze the ethical risks that can emerge in data driven organizations, skillset to frame solutions to prevent them. - Acknowledgement of the AI Act and GDPR regulatory frameworks and practical experience of how to navigate and apply them for real inspired organizational cases. - Conduct compliance mapping on both data protection and AI governance. - Communicate on the 3 pillars across stakeholders in role-play simulation.
Content	The module is structured around three pillars, integrated through real-inspired organizational use cases. Lecturers guide teaching around a couple of cases across the three pillars and students are evaluated in what learned in another cases, individually and in groups. The first pillar covers data acquisition, storage, modeling, decision-making, and governance. The second pillar covers data ethics challenges such as algorithmic bias, fairness, and accountability, transparency and explainability, and reaction to incidents. The third pillar includes GDPR and AI act principles and their operationalization in different settings, risk management, and compliance checking and reporting.
Teaching and learning methods	Lecturers will transmit the 3 pillars knowledge contextualized in real-inspired use cases. Lectures will combine: self-paced learning (group work or individual work sessions, videos or other learning materials), online (coaching sessions) or onsite (interactive lectures). Students will learn from the presented and discussed cases, and through the exploration and pillars development of their individual and group cases. Pedagogy in this course emphasizes learning by doing, reflection, participation, and critical discussion.

SAD3 - Data in Action: Practice, Ethics and Compliance - BWBh443

Literature	Most materials will provided in moodle, here below helpers to navigate compliance: https://digital-strategy.ec.europa.eu/en/policies/regulatory-framework-ai https://ai-act-service-desk.ec.europa.eu/en https://ai-act-service-desk.ec.europa.eu/en/ai-act-explorer https://ai-act-service-desk.ec.europa.eu/en/eu-ai-act-compliance-checker https://ai-act-service-desk.ec.europa.eu/en/ai-act-service-desk https://gdpr.eu/ https://gdpr.eu/checklist/																								
Workload	6 ECTS																								
Contact lessons	56 h																								
Attendance requirement	Attendance required for presentation day (3 rd June 2026), and recommended for the interactive and coaching sessions.																								
Competency assessment	<table><tr><th>Component</th><th>Sub-Component</th><th>Weight</th><th>Description</th></tr><tr><td rowspan="3">Individual (60 %)</td><td>Data Practice Sandbox</td><td>20 %</td><td>Design a conceptual data plan for a real-inspired case.</td></tr><tr><td>Ethics Challenge</td><td>20 %</td><td>Identify and address an ethical risk emerging from the case.</td></tr><tr><td>Data/AI Compliance Mapping</td><td>20 %</td><td>Map GDPR and AI Act compliance measures for the case.</td></tr><tr><td rowspan="2">Group (40 %)</td><td>Case Analysis Report</td><td>20 %</td><td>Written report extending the lecturer-provided case; includes peer contribution table.</td></tr><tr><td>Courtroom Show</td><td>20 %</td><td>Role-based simulation of supervisory review (mock court). Each student performs one role.</td></tr></table>				Component	Sub-Component	Weight	Description	Individual (60 %)	Data Practice Sandbox	20 %	Design a conceptual data plan for a real-inspired case.	Ethics Challenge	20 %	Identify and address an ethical risk emerging from the case.	Data/AI Compliance Mapping	20 %	Map GDPR and AI Act compliance measures for the case.	Group (40 %)	Case Analysis Report	20 %	Written report extending the lecturer-provided case; includes peer contribution table.	Courtroom Show	20 %	Role-based simulation of supervisory review (mock court). Each student performs one role.
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	Courtroom Show	20 %	Role-based simulation of supervisory review (mock court). Each student performs one role.																						
Aids for written examination	Open book																								

SAD3 - Data in Action: Practice, Ethics and Compliance - BWBh443

Mode of repetition

If failed, repeat the module entirely.

Follow-up modules

SAD1, SAD2

Degree programme, semester

BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Business Administration, 2025-2026, 4 FS, VZ, Bern