



Module	Leadership and Human Resources Management
Code	MSLS_AF-54
Degree Program	Master of Science in Life Sciences (MSLS)
ECTS Credits	5
Workload	150 h: Contact 60 h; Self-study 90 h
Module Coordinator	<p>Name Dr. Urs Egger</p> <p>Phone +41 31 910 22 01</p> <p>Email urs.egger@bfh.ch</p> <p>Address Bern University of Applied Sciences, School of Agricultural, Forest and Food Sciences, Laenggasse 85, 3052 Zollikofen</p>
Lecturers	<ul style="list-style-type: none"> • Dr. Urs Egger, HAFL • Ulrike Brämswig • Guest lecturers
Entry Requirements	Understanding about the functioning and legal status of companies, public administrations, NGOs, owner companies etc.
Learning Outcomes and Competences	<p>After completing the module students will be able to:</p> <ul style="list-style-type: none"> • explain essential management activities (including performance reviews, communication, goal agreements); • identify and develop relevant management competencies in different situations; • explain the criteria and choice of an adequate leadership style in different situations (individual, teams, public); • describe and use methods and instruments necessary for human resources management concerning recruitment, personnel evaluation and development of staff; • develop solution approaches and organizational recommendations for work situations, considering motivation of employees, structure and culture of the company; • understand negotiation situations with awareness of their broader context; • evaluate framework conditions, such as institutional involvement, social and political climate, economic and other contexts relevant for the business concerned; • describe the basics of negotiation psychology and techniques; • explain how personality is the most important element of communication; • describe mediation methods and techniques; • apply context analysis and techniques of negotiations tools to entrepreneurial realities and specific situations in the international context. • develop strategic planning
Module Content	<p>Students will apply leadership instruments. They will study leadership theories and related skills, behavior and style, direct vs. indirect HRM-related tasks of leaders and leadership-principles (MbO, etc.) in an international business context. The module covers:</p> <ul style="list-style-type: none"> • Context analysis and negotiations (conditions and situational influences in negotiation situations, basics of negotiation psychology and techniques) with emphasis on the planning and management of enterprises in complex environments. • Leadership: Students will develop leadership theories and applications of principles to the situation of enterprises and non-profit organizations which includes team building, leading in teams and basics of communication and dialogue.

	<ul style="list-style-type: none"> • Tools for HRM: Recruitment, personnel evaluation and development of staff. • Communications: Students will raise the awareness of their personality as the most important element in communication and therefore evaluate and develop their personnel motivation. • Mediation: Students get familiar with mediation methods and techniques and their application. Students follow training sequences for constructive handling of resistance, debates and conflict-solving in HRM.
Teaching / Learning Methods	Lectures, guided exercises, case studies, self-study
Assessment of Learning Outcome	<ol style="list-style-type: none"> 1) Written exam on leadership and human resource management (50%) 2) Active participation during lessons (25%) 3) Presentation of a case study (25%)
Bibliography	<p>Northouse PG, 2012. Leadership: Theory and Practice (6th Edition). Sage Publications, Thousand Oaks, 504 p.</p> <p>Kahneman D, 2011. Thinking, Fast and Slow. Farrar, Straus and Giroux, New York, 499 p.</p> <p>Important literature as well as comprehensive lecturer's hand-outs will be provided on Moodle</p>
Language	English
Comments	<p>Participants need to read substantial preparatory reading materials for case studies and exercises.</p> <p>Sequences with guest lecturers, specific exercises and the presentations of the case studies are compulsory for students. For details on compulsory sequences, please refer to the detailed schedule of the module and further information, which will be uploaded on Moodle four weeks before the start of the module.</p>
Last Update	17.02.2016 / Urs Egger