



Master in Life Sciences

A cooperation between
BFH, FHNW, HES-SO, ZFH

Module	Forest Industry Management
Module Code	MCLs435
Module	AF-42
Degree Program	Master of Science in Life Sciences (MSLS)
ECTS Credits	5 ECTS credits
Workload	150 h: Contact: 80 h; Group Exercise (16h), Excursions 24 h; Self-study 30 h
Module Coordinator	<p>Name Jelena Markovic Phone +41 31 910 2204 Email jelena.markovic@bfh.ch Address Bern University of Applied Sciences, School of Agricultural, Forest and Food Sciences, Länggasse 85, 3052 Zollikofen</p>
Lecturers	<ul style="list-style-type: none"> • Jelena Markovic • Jürgen Blaser • Claude Garcia • Selected staff members of PIM • Guest lecturers • Visits to selected forest companies and organisations dealing with forest industries (Bauwerk, Blumer-Lehmann Timber Construction, UNECE, PEFC). Exchange with WWF/GFTN, ITTO/TAG and Precious Woods holding
Entry Requirements	A solid background in one of the following areas of study: Forestry, Agriculture, Natural Resource Management or Environmental Economics. The module is designed to acquire knowledge in a disciplinary and interdisciplinary context.
Learning Outcomes and Competences	<p>As a natural resource-based industry, the forest industry has a particularly high profile role to play in global forestry, not only in providing industrial raw materials, but also in meeting wider societal needs. Concepts like sustainable production and cascading use of raw material have been applied in the forest sector for centuries and serve as best practice examples in today's desired shift towards sustainable production and consumption systems and a circular economy. This module sets the stage and provides the context for the production, transformation and marketing of forest products on a global scale.</p> <p>The present Forest Industry Management (AF-42) module provides students with an understanding of the strategic, operational, and market-related aspects of global forest industries. It complements AF-41 (International Forestry) by focusing on the management of forest-based enterprises, trade, and industry frameworks, rather than governance, conservation, and policy development.</p> <p>After completing the module, students will be able to:</p> <p>Understand the Global Framework for Forest Industries</p> <ul style="list-style-type: none"> • Analyze the economic and institutional conditions shaping the forest industry at international, national, and local levels. • Assess the role of forests as an industrial resource base, differentiating between natural forests and forest plantations in the various biomes • Discuss Forest Industry: Biobased and Circular by nature?

	<p>Evaluate International Forest Industry Markets</p> <ul style="list-style-type: none"> • Identify key market drivers, trade flows, and competitive dynamics in the global forest industry. • Examine the development of forest products markets in response to economic and regulatory pressures. <p>Analyze Industry Challenges and Strategic Management Approaches</p> <ul style="list-style-type: none"> • Understand the business environment of forest enterprises, including corporate strategies and industrial structures. • Assess the impact of market regulations, voluntary sustainability standards, and legal compliance (EUDR, FSC, PEFC, Lacey Act, etc.) on industry operations. <p>Apply Context Analysis and Negotiation Techniques</p> <ul style="list-style-type: none"> • Develop and apply negotiation strategies relevant to forest industry stakeholders, including supply chain actors and regulatory bodies. • Use context analysis tools to assess opportunities and risks in forest-based industries. <p>Explore Sustainability Transitions in the Forest Sector</p> <ul style="list-style-type: none"> • Examine how forest industries adapt to environmental sustainability challenges, including responsible sourcing, certification, and carbon market dynamics, substitution and BCCS. • Analyze case studies of business adaptation to sustainability demands, including corporate social responsibility and supply-chain transparency. <p>Engage with Industry Leaders and Real-World Cases</p> <ul style="list-style-type: none"> • Participate in excursions to leading forest enterprises and international organisations to gain first-hand insights into management practices and industry trends. • Apply learning through case-based discussions and industry guest lectures on real-world business challenges
<p>Module Content</p>	<p>This module focuses on the management of forest industries, analyzing key challenges related to the production, transformation, and marketing of forest products at a global scale. It explores the institutional, economic, and strategic factors shaping forest-based enterprises. Part 1 of the module focuses on the current context of international forest industry operations and strategic marketing in the global forest industry. Part 2 focuses on concrete examples of challenges faced by forest companies in relation to broader environmental sustainability.</p> <p>Part 1 Context analysis in management of international forest industries</p> <ul style="list-style-type: none"> • Current macro-economic context of international forest industry and its markets • Forest industry operations in global biomes: Challenges and resource base differences between natural forests and plantations. Reminders about the distinction in the management of boreal, temperate and tropical forest production systems. • Forest products: harvesting, primary and secondary transformation • Development of international forest product markets: Trade dynamics, supply chains, and industrial competitiveness. • Institutional landscape and regulatory frameworks: Key instruments and agreements shaping forest industries, including voluntary and regulatory mechanisms. • Legal compliance and risk management: Understanding key regulations (EUDR, EUTR, Lacey Act, HHV, UKFRC and others) <p>Part 2 Managing Sustainability Challenges in the Forest Industry (with case examples)</p> <ul style="list-style-type: none"> • Corporate sustainability strategies and voluntary commitments: Case examples of sustainability reporting and certification schemes. • Supply chain analysis in forest industries: Ensuring responsible sourcing and legal traceability.

	<ul style="list-style-type: none"> • Strategic marketing in global forest industries • Forest carbon markets and offsetting mechanisms: Industry responses to carbon pricing and emissions reduction. Substitution and BCCSCommunity Forest Enterprises and Cooperatives: Business models for inclusive development (IPLC, cooperatives.). Case examples • Enabling conditions for forest-based investments: Strategic planning and decision-making in industry enterprises. (Analytical tool: 7S model) •
Teaching / Learning Methods	Lectures, guided exercise, case studies: Up to 3 one-day visits to forest and forest-product enterprises/international organizations including discussions with CEOs, CFO's, COO's on issues in the management of forest-based industries
Assessment of Learning Outcome	<ol style="list-style-type: none"> 1) Oral exam (70%) 2) Analytical paper, group work of two (30%)
Bibliography	<p>Detailed sources, background information and scientific literature as well as comprehensive lecturer's hand-outs will be provided on Moodle</p> <p>Individual search by students; each student will need to submit at the end of the module a commented bibliography.</p> <p>Background literature of general nature: Sands R. [Ed] 2013 Forestry in a global context.CAB International 2nd Edition</p>
Language	English
Comments	<p>In-person module, not remote.</p> <p>Participants are expected to complete a short preparatory reading assignments, as announced at Moodle 4 weeks before the start of the module</p> <p>Excursions, visits and sequences with guest lecturers are compulsory for students.</p> <p>Consult the detailed schedule of the module, which will be uploaded on Moodle 4 weeks before the start of the module.</p>
Last Update	29.01.2026