

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	<p>Effective corporate management and sound financial decision-making require a deep understanding of both external and internal accounting.</p> <p>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.</p> <p>The module develops core competencies essential for specialists and managers in finance, controlling and corporate financial governance.</p>
Entry requirements	<p>Interest in understanding the business of a firm and some confidence in dealing with numbers are advantageous for successful completion of the course.</p>

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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.

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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

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- 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)

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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

IACS - Academic Skills - BWlg008

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Ramon Meike, Sichtmann Christina
Module responsibility	Ramon Meike
Short description of the module	The module Academic Skills teaches scientific research and analytical skills needed for studying at the BFH W. This includes dealing with literature, writing papers and reports, conducting studies, handling data, and presenting results. The aim is to apply and practice the acquired knowledge directly to build and present the scientific working skills throughout the course.
Entry requirements	Vocational baccalaureate diploma or equivalent knowledge
Competencies upon completion	<p><u>Professional competencies</u></p> <ul style="list-style-type: none"> • Work with scientific literature and sources • Plan and conduct a scientific study • Applied data analysis • Joint preparation of a scientific project (from the research question to the communication of results) <p><u>Problem Solving / Design Thinking</u></p> <ul style="list-style-type: none"> • Develop research questions and hypotheses, research designs, operationalize variables, etc. • Use an iterative approach to adapt solutions and solve problems • Apply different methodological approaches and procedures <p><u>Collaboration</u></p> <ul style="list-style-type: none"> • Implement and conduct a group project • Coordination of the group project and individual tasks • Deal with "research participants" in different contexts <p><u>Self-management</u></p> <ul style="list-style-type: none"> • Independent research and work • Independent testing of own competences • Critical questioning and critical thinking <p><u>Dealing with complexity</u></p> <ul style="list-style-type: none"> • Iterative problem solving as a strategy • Usage and application of (some) digital tools to deal with complexity

IACS - Academic Skills - BWI008

Content

The module Academic Skills teaches the basics for scientific work at the BFH W. This includes:

Literature

- Search and find sources, document the searches
- Use sources to argue with ideas and concepts of other scientists
- Read articles with different focuses, evaluate them based on criteria, classify them by topic

Writing

- Create and use the structure of a scientific paper
- Discuss ideas of other scientists and argue pro and cons of different positions
- Correct referencing of sources (APA), use of graphical artifacts and indices, table of contents, etc.

Methodological knowledge

- Knowledge of various research methods
- Reflection on the strengths and weaknesses of the respective research methods

Research

- Develop, prepare, conduct, and analyse a scientific study
- Describe, visualize, and discuss the results, with adequate scientific terminology

Organize

- Apply effective strategies for planning, execution and evaluation of your study and literature work

Present

- Prepare and execute scientific presentations to showcase scientific work
- Defend artifacts and arguments of scientific work

Created artifacts

- Methodological Research Proposal, students prepare the basis for the study which they produce as a group (3-5 students).
- Students prepare, present and lead through Coaching Sessions on a regular basis
- Presentations and Defence, students present the scientific work, conclude and defend results (Q&A's)

Teaching and learning methods

The module combines various didactic approaches to ensure a varied and practice-oriented learning experience:

- **Video-based self-study:** Students independently prepare for in-person sessions using topic-specific instructional videos.
- **Lectures:** Selected sessions are used to deepen and discuss theoretical foundations together.
- **Group coaching sessions:** In guided coaching sessions, students work in teams on their research project and receive targeted feedback.
- **Group work - Conducting a research project:** Students collaboratively plan, execute, and present a practice-oriented research project.
- **Individual work:** This includes independent literature research, in-depth study of relevant academic sources, and engagement with scientific methods.

Literature

The materials are made available on Moodle (slides, presentations, video, etc.)

IACS - Academic Skills - BWI008

Workload	<p>The 6 ECTS credits (equivalent to 180h of workload) are distributed as follows:</p> <ul style="list-style-type: none"> • video lectures • coachings (ca. 35-48h) • group and self-study (ca. 120h) • participation in a research study
Contact lessons	<p>ca. 35-40h coaching (8 on-site, in person sessions), ca. 120h group- and self study, and participation in an internal BFH study</p>
Attendance requirement	<p>Mandatory attendance at the kick-off and coaching sessions (Weeks 38-51):</p> <ul style="list-style-type: none"> • Week 8 (Feb 19, 2026): Kick-off event • Week 9 (Feb 26, 2026): Presentations on research articles / Coaching on research topics • Week 10 (Mar 5, 2026): Coaching: on understanding research results & introduction to data processing (secondary data) • Week 13 (Mar 26, 2026): Coaching on research questions / hypotheses • Week 16 (Apr 16, 2026): Coaching on research design • Week 18 (Apr 30, 2026): Coaching on data acquisition / analysis plan • Week 19 (May 7, 2026): Coaching on data acquisition / data analysis • Week 20 (May 14, 2026): Coaching on data analysis / interpretation <p>The coaching sessions take place on Thursdays during the scheduled course time.</p>
Competency assessment	<p><u>Gruppenarbeit / Research Project</u></p> <ul style="list-style-type: none"> • Attendance and active participation at kick-off and coaching sessions is mandatory. • Presentation in Week 23/2026. This assessment (group projects) is graded with a group grade and individualized by means of peer evaluation of the individual performance. • Weight: 50% of the final grade. <p><u>Exam</u></p> <ul style="list-style-type: none"> • Multiple choice exam (40 minutes) during the official exam weeks (Weeks 26-27; exact date to be announced). The exam will take place on-site in electronic format via Moodle. • Weight: 40% of the final grade. <p><u>Participation in an internal BFH study</u></p> <ul style="list-style-type: none"> • Detailed information regarding enrollment and date will be provided during the kick-off event. • Weight: 10% of the final grade.
Aids for written examination	<ul style="list-style-type: none"> • Calculator Modell TI-30
Mode of repetition	<p>The written exam can be retaken at the next possible examination date for the module. The presentation/research project and participation in an internal BFH study can be repeated during the next offering of the module.</p>
Follow-up modules	<p>All courses @BFH & thesis</p>
Degree programme, semester	<p>BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern BSc International Business Administration, 2025-2026, 2 FS, TZ, Bern BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern</p>

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	<p>The IEN2 module:</p> <ul style="list-style-type: none">- develops CEFR C1 level English communication skills in advanced business vocabulary, listening, and business writing- follows and complements IEN1
Entry requirements	<ul style="list-style-type: none">- Vocational baccalaureate diploma- CEFR B2+ level of English- Previous completion of, or exemption from, IEN1 expected for internal BFH-W students.
Competencies upon completion	<p>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.</p> <p>Specialised skills</p> <ul style="list-style-type: none">- produce accurate and appropriate business English vocabulary- demonstrate ability to write in clear and concise business English <p>Problem solving/design thinking (related: methodological competence)</p> <ul style="list-style-type: none">- develop and practise listening skills suited to different situations- solve classroom discussion problems <p>Collaboration (related: social skills)</p> <ul style="list-style-type: none">- group discussion (physical and digital)- comparing notes <p>Self-management (related: personal skills)</p> <ul style="list-style-type: none">- independent self study- manage time and stress effectively <p>Dealing with complexity</p> <ul style="list-style-type: none">- 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

IE N2 - Business English 2 - BWI g003

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

IE N2 - Business English 2 - BWI g003

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, 6 FS, TZ, Bern
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 - BWlg011

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	<p>Problem-solving competences: Students - bring initial problem-solving skills and can carry out a situation analysis.</p> <p>Social skills: Students - bring basics of teamwork skills</p> <p>Self-management: Students - bring basics of time management skills</p> <p>Dealing with complexity: Students - bring the basics to work on cross-topics.</p>
Competencies upon completion	<p>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.</p> <p>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.</p> <p>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</p> <p>Self-management: Students - plan their knowledge development independently; - develop personal judgment, analysis and decision-making skills.</p> <p>Dealing with complexity: Students - know methods in the context of agility</p>
Teaching and learning methods	<p>- 1h video podcast (asynchron) plus 3h contact lectures (synchron) onsite per week.</p> <p>- Self-study and case study to prepare for exam over the term</p> <p>- Coaching during lectures on topics related to personality / motivation, interviewing etc.</p>

IHRM - Human Resource Management - BWI011

<p>Literature</p>	<p>Required readings will be posted on Moodle for each session.</p> <p>Suggested text book for review in BFH library:</p> <p><u>Work and organizational psychology</u> - Robbins & Judge (2018) Essentials of Organizational Behavior, 14th Edition, global edition. Pearson (can be found in BFH library)</p> <p><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)</p>
<p>Workload</p>	<p>6 ECTS credits (180 hours)</p>
<p>Contact lessons</p>	<p>Weekly - 14 times, regular semester time (Each week students receive a 45min podcast lecture (asynchron at home) followed by 3h of lessons at school)</p>
<p>Attendance requirement</p>	<p>First lecture and on the day of your group presentation.</p>
<p>Competency assessment</p>	<p>- 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.</p> <p>- 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</p>
<p>Aids for written examination</p>	<p>- 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</p> <p>- Printed dictionary mother tongue - English</p> <p>For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.</p>
<p>Mode of repetition</p>	<p>Retake of the exam.</p>
<p>Follow-up modules</p>	<p>Leadership Mindfulness & Positive Psychology Managing people globally Sustainable Business</p>
<p>Degree programme, semester</p>	<p>BSc International Business Administration, 2025-2026, 2 FS, VZ, Bern BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern</p>

IMAR - Marketing - BWIg005

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**
- After successful completion of the module you will:
 - 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
 - Social and personal competencies:
 - 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

Shaping Marketing Strategies:

- 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

The Marketing Mix:

- Product and brand decisions & innovation management
- Pricing decisions
- Place/ Sales decisions (including retailing and e-commerce)
- Promotion (Communication) decisions & engaging consumers

Special Topics:

- 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	<ul style="list-style-type: none">• 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 - BWIg006

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	<p>Subject: Students - will have knowledge of and application of such mathematical concepts as differential calculus in one variable.</p> <p>Method: Students - will be able to recognise situations where the appropriate mathematical theory can be employed.</p> <p>Social: Students - will solve problems through use of varied techniques and methods.</p> <p>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.</p>
Content	<ul style="list-style-type: none"> • 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	<p>MATHEMATICS FOR ECONOMICS AND BUSINESS Ian Jacques Pearson Academic ISBN: 978-1-292-19166-9</p> <p>e-book is available for free (for enrolled students only)</p>
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, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 2 FS, TZ, Bern
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	<p>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.</p> <p>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.</p> <p>The students get the opportunity to practise the application of the presented theory on selected case studies about different industries.</p>
Entry requirements	No special requirements; open for incoming students and students from BSc Digi
Competencies upon completion	<p>This module aims at imparting the following set of competencies. The students</p> <ul style="list-style-type: none"> • 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	<i>For details to the aids allowed during written exams see "written examination regulations".</i>
Mode of repetition	Retake of the exam.
Follow-up modules	Specialization "Innovation & Entrepreneurship" and "Global Management"
Degree programme, semester	BSc International Business Administration, 2025-2026, 2 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, 2 FS, VZ, Bern BSc International Business Administration, 2025-2026, 4 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 unknow values. They understand the notion of probability and can use it to interpret the uncertainty of model predictions.
Content	<ul style="list-style-type: none">• Descriptive statistics• Probabilites• Inductive statistcs• Data exploration• Data visualization• Supervised and unsupervised machine learning• Simple and multiple regression
Teaching and learning methods	<p>Four lessons weekly with built in exercise classes. We follow an interpretation of the flipped classroom method.</p> <p>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.</p> <p>In class, we find the solutions together by manipulating the data with their statistical software tool.</p> <p>Regular chapter review test and homework throughout the semester.</p>
Literature	<p>Business Analysis 3th Edition, James R. Evans, Pearson</p> <p>The ebook is part of the MyMathLab-learning software and is available to the students for free.</p>
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

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	<p>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.</p>
Entry requirements	none
Competencies upon completion	<p>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.</p> <p>Method: Students will learn how to read and interpret legal codes, court decisions and specific contracts. They will read selected material from legal literature.</p> <p>Social: Students will discuss problems and cases in class, work in groups in class, and react properly to the arguments of their fellow students.</p>
Content	-
Teaching and learning methods	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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

IBTH - Bachelor-Thesis - BWIh993

ECTS	15
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Anderegg Urs
Module responsibility	Anderegg Urs
Short description of the module	Candidates are required to compile a written dissertation (Bachelor thesis) to provide proof of the academic and methodical skills they have acquired at Bachelor level.
Entry requirements	Academic Skills, Attendance in an area of specialization, attendance at the kickoff event
Competencies upon completion	<p>Subject: Students</p> <ul style="list-style-type: none"> • may write the Bachelor thesis (diploma thesis) alone or as a pair. • must be able to deal with a problem in an appropriate academic and methodological manner. • must be able to understand and critically assess business administration theories and models. • must be able to understand theoretical and empirical contributions to business administration-related topics, outline their limitations and possibilities and present their findings in a comprehensible way in written form <p>Problemsolving/Complexity: Students</p> <ul style="list-style-type: none"> • must be able to analyse a problem appropriately from the academic/methodological point of view, select (a) suitable method(s) and apply it/these. • must be able to express the problem, the procedures they use and the results they obtain correctly. They will also be required to defend the conclusions of their Bachelor thesis in an oral presentation and provide well-founded responses to questions. • must be able to conduct literature research on the selected topic independently and be able, where necessary, to compile their own data and evaluate this in an academically appropriate manner <p>Collaboration: Students</p> <ul style="list-style-type: none"> • must be able to prepare the thesis, if appropriate, as part of a team, taking into account the requirements of the various interest groups (co-author, supervisor, sponsor). <p>Selfmanagement: Students</p> <ul style="list-style-type: none"> • must be able to plan and complete the written thesis on time, taking into account their various study and internship obligations and the time available.
Content	<p>Students are to independently work on a personally selected or given topic.</p> <p>They must formulate the problem and situation in a comprehensible manner, conduct an in-depth analysis of the case and derive recommendations from this.</p> <p>In the course of the above, they must demonstrate their ability to use the knowledge acquired during their studies and to independently acquire further, more specialised knowledge.</p> <p>The Bachelor thesis must be correct in terms of comprehensibility, style, form and orthography.</p>

IBTH - Bachelor-Thesis - BWIh993

Teaching and learning methods	<p>1 Lecture (Kickoff), 1 Presentation / Defens, 5 Workshops, 2 Colloquia, Selfstudy, Coachings</p> <p>Students must be able to restrict a topic from the field of business administration or public sector to its relevant aspects and contribute new theoretical, empirical or practice-relevant input.</p> <p>The Bachelor thesis affords the opportunity to deal at length with a freely selected or sponsor-specified (internal/external) topic, using the professional knowledge acquired, over a period of one semesters.</p>
Literature	<p>on moodle</p> <p>Balzer H., Schröder, C., 2017. Wissenschaftliches Arbeiten, Quellen, Artefakte, Organisation, Präsentation 2. Edition., W3L GmbH</p>
Workload	<p>450 hours</p>
Contact lessons	<p>17 hours (1 Kickoff, 2h / Coachings 2h/ 4 Workshops 2h each / 2 Colloquia 2h each / 1 final Presentation/Defense 1h)</p>
Attendance requirement	<ul style="list-style-type: none">• 1 Kickoff (CW; 42, 16.10.25, 06:05-7.40, online)• 4 Workshops: online: (Workshop 1: CW 45, 06.11.25 / WS 2: CW 06, 04.02.26 / WS 3: CW 07, 12.02. or WS 04: CW 08, 18.02.26 and WS 5: CW 10, 04.03.26)• 2 Colloquia (online) CW 11 and 15• oral part (presentation and defense): CW 24/25 (11.06.2026 - 16.06.26)• Coachings (depending on supervisors) <p>Non-participation in workshops and colloquia requires a substitute assignment in each case in order to achieve the intended learning objectives. Non insufficient completion of any work assignments will be taken into account in the module assessment.</p>
Competency assessment	<p>Written work: 70 % (submission via moodle by 20 May 2026)</p> <p>Oral part (presentation and defense) : 30% (max. 35 min, shared thesis max. 45 min) Details can be found on Moodle in the module Bachelor Thesis, Documents: Study Guide</p> <p>Even if the Bachelor Thesis is written as a group work the assessment will be individual.</p> <p>To pass the module both parts (written part and the oral part) of the Bachelor Thesis have to receive a passing grade.</p> <p>Both parts (written work & oral part) have to be in English.</p>
Aids for written examination	<p>none</p>

IBTH - Bachelor-Thesis - BWIh993

Mode of repetition

If the written work is graded 3.5, the assessors may allow the possibility of rectification within 20 working days. After that, a maximum grade of 4 can be achieved. In case of successful rectification, the date of the oral part will be rescheduled.

If the oral part (presentation and defence) does not receive a passing grade, it is possible to repeat the oral part one more time.

To pass the module, both the written part and the oral part must be sufficient.

If the BT is insufficient, the module can be repeated once. A new topic entry is made according to the "2nd attempt" schedule. This will be communicated to the students by the Stud. Admin on 19.01.26 by e-mail.

Follow-up modules

none

Comment

none

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, VZ, Bern
BSc International Business Administration, 2025-2026, 6 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	<p>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.</p> <p>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.</p> <p>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.</p>
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Entry requirements	Having taken IEFI preferred but not compulsory
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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	<ul style="list-style-type: none">• 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

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	<p>Specialized skills:</p> <ul style="list-style-type: none"> - Global business context. - International management - Ethical and business ethics theories - Cross cultural mamangement <p>Problem Solving /Design Thinking: Students</p> <ul style="list-style-type: none"> - 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. <p>Social: Students</p> <ul style="list-style-type: none"> - 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 <p>Self-management: Students</p> <ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<p>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.</p> <p>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.</p> <p>The above-mentioned dates on site fall in the following calendar weeks: CW8; CW17; CW20; CW21.</p> <p>Please note, however, that changes cannot be ruled out. Please check the program on Moodle to be up to date.</p>
Competency assessment	<p>Individual grading:</p> <ul style="list-style-type: none">• Online Midterm test (electronic format) as per schedule on Moodle in CW17: 30 %• Online activities participation during the course: 10 % <p>Collective grading:</p> <ul style="list-style-type: none">• Final Group Project as per schedule on Moodle: 60 % (s. also under "Attendance requirement" regarding the timely registration for the group work) <p>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).</p>
Aids for written examination	<p>Print dictionary (English - Student's mother tongue)</p> <p>For details to the aids allowed during written exams see "written examination regulations" on BFH Campus App.</p>
Mode of repetition	<p>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):</p> <p>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.</p>
Degree programme, semester	<p>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</p>

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	<p>Introduction, definition and meaning of brands, brand functions</p> <p>Strategic Brand Management: brand equity, brand architecture, brand identity</p> <p>Core values of brands, brand positioning</p> <p>Brand stretching, brand partnerships</p> <p>Operational brand management: implementation in the marketing mix</p> <p>Situation analysis (Brand Inventory) - market development, trends, brand, competition, etc.</p> <p>Brand recommendations</p>
Teaching and learning methods	<p>Lectures</p> <p>Guest lectures by branding experts</p> <p>practical work in groups</p> <p>group coachings</p>
Literature	<p>Kevin Lane Keller, Vanitha Swaminathan: Strategic Brand Management - fifth edition - 2020, Pearson, Harlow, England.</p> <p>Philip Kotler, Gary Armstrong: Principles of Marketing - eighteenth edition - 2021, Pearson, Harlow, England.</p> <p>Philip Kotler, Kevin Lane Keller, Malcolm Goodman, Mairead Brady, Torben Hansen: Marketing Management - fourth European Edition - 2019, Pearson, Harlow, England.</p> <p>Gorden C. Bruner II, Marketing Scales Handbook, Multi-Item Measures for Consumer Insight Research, Volumes 5-11, Fort Worth, Texas.</p>
Workload	<p>90 hours</p>
Contact lessons	<p>7x4 lessons every 2 weeks - starting CW08</p>

EBMA - Brand Management - BWIh012

Attendance requirement	Recommended 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 individually) - 50 % due in the last two sessions 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	<p>This module is about:</p> <ul style="list-style-type: none">• 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	<p>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.</p>
Competencies upon completion	<p>The students will:</p> <ul style="list-style-type: none">• 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	<p>We will first work out the foundations. The study questions are:</p> <ul style="list-style-type: none">• 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? <p>At the same time, we will address important accounting topics that arise along the value chain, such as ;</p> <ul style="list-style-type: none">• cash-flow statements• job costing; and• the cash-conversion cycle. <p>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.</p> <p>Thirdly, practitioners will show:</p> <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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

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	<p>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.</p> <p>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.</p>
Entry requirements	IEFI, Economics.

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

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • International Leadership • Major: HR 4.0 / innovations • Major: Diversity
Degree programme, semester	<p>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</p>

EPR3 - Supervised Professional Experience - BWIh994

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Module responsibility	Alain Schüpbach
Short description of the module	<p>The "Supervised Professional Experience" module serves the goal of promoting application-oriented thinking and action as well as the development of professional competencies. This is achieved by linking professional knowledge with thematically related study content.</p> <p>"Practice activity" is a professional activity that is thematically related to the course of study. This is usually carried out within the framework of a formal employment relationship, self-employed professional work or non-profit voluntary work.</p>
Entry requirements	<p>The practical activity is performed while the student is enrolled in the corresponding degree program. The practical activity must have been completed in a profession related to the field of study, in accordance with the list that is also valid for admission to the degree program</p> <p>The practical activity has not already been credited to the study program in another context or qualified twice with "unfulfilled".</p> <p>A third party (employer, project partner, customer, etc.) confirms the performance of the practical activity. The practical activity is accompanied by (auto-)didactic transfer achievements.</p>
Competencies upon completion	In the transfer performance, the knowledge acquired in the context of the practical activity is linked to thematically related study content.
Content	individually
Teaching and learning methods	1 - 3 coachings
Literature	individually
Workload	<p>The practical activity and the transfer performance together form the basis of the credit for practical activity. The transfer performance can be provided, for example, by a learning report, a presentation, a workshop, a case study, a publication, etc.</p> <p>The extent of the transfer performance is measured by the ECTS credits. The transfer performance effort is about 18 hours for 3 ECTS credits or 36 hours for 6 ECTS credits.</p>
Contact lessons	1 - 3 coaching sessions with supervisor.
Attendance requirement	none

EPR3 - Supervised Professional Experience - BWIh994

Competency assessment

Transfer Work:

The transfer work creates a link between the work experience of the students and their selected elective group.

The form in which the transfer work is presented is decided individually by the student and their supervisor and can therefore vary from case to case. The transfer work could be in the form of a structured learning report, a presentation, or a workshop. It could also be in the frame of a case study, a publication, the creation of a digital or analogue artefact, etc.

The time required for the transfer work is 18 hours for 3 ECTS credits and 36 hours for 6 ECTS credits. There are no fixed specifications for the extent of the transfer work, only guidelines. The actual extent is determined individually by the respective supervisor.

Guidelines: For a transfer work with an effort of:

18 hours (3 ECTS credits):

Extent of written work: approx. 5 - 10 pages.

Length of presentation: approx. 8 - 12 minutes.

36 hours (6 ECTS credits):

Extent of written work: approx. 10 - 15 pages.

Length of presentation approx. 15 - 20 minutes.

Aids for written examination

no written exam

Mode of repetition

Transfer performance that is rejected for rework must be reworked and resubmitted within 20 working days of receipt of the notice.

If the transfer performance for a practice activity is assessed as "not fulfilled", the credit for the work performance can be applied for once again.
In case of repetition, a new thematic focus for the transfer performance must be agreed.

Follow-up modules

none

Degree programme, semester

, 2025-2026, 2 FS, ,

EPR6 - Supervised Professional Experience - BWIh999

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Module responsibility	Alain Schüpbach
Short description of the module	<p>The "Supervised Professional Experience" module serves the goal of promoting application-oriented thinking and action as well as the development of professional competencies. This is achieved by linking professional knowledge with thematically related study content.</p> <p>"Practice activity" is a professional activity that is thematically related to the course of study. This is usually carried out within the framework of a formal employment relationship, self-employed professional work or non-profit voluntary work.</p>
Entry requirements	<p>The practical activity is performed while the student is enrolled in the corresponding degree program. The practical activity must have been completed in a profession related to the field of study, in accordance with the list that is also valid for admission to the degree program</p> <p>The practical activity has not already been credited to the study program in another context or qualified twice with "unfulfilled".</p> <p>A third party (employer, project partner, customer, etc.) confirms the performance of the practical activity. The practical activity is accompanied by (auto-)didactic transfer achievements.</p>
Competencies upon completion	In the transfer performance, the knowledge acquired in the context of the practical activity is linked to thematically related study content.
Content	individually
Teaching and learning methods	1 - 3 coachings
Literature	individually
Workload	<p>The practical activity and the transfer performance together form the basis of the credit for practical activity. The transfer performance can be provided, for example, by a learning report, a presentation, a workshop, a case study, a publication, etc.</p> <p>The extent of the transfer performance is measured by the ECTS credits. The transfer performance effort is about 18 hours for 3 ECTS credits or 36 hours for 6 ECTS credits.</p>
Contact lessons	1 - 3 coaching sessions with supervisor.
Attendance requirement	none

EPR6 - Supervised Professional Experience - BWIh999

Competency assessment

Transfer Work:

The transfer work creates a link between the work experience of the students and their selected elective group.

The form in which the transfer work is presented is decided individually by the student and their supervisor and can therefore vary from case to case. The transfer work could be in the form of a structured learning report, a presentation, or a workshop. It could also be in the frame of a case study, a publication, the creation of a digital or analogue artefact, etc.

The time required for the transfer work is 18 hours for 3 ECTS credits and 36 hours for 6 ECTS credits. There are no fixed specifications for the extent of the transfer work, only guidelines. The actual extent is determined individually by the respective supervisor.

Guidelines: For a transfer work with an effort of:

18 hours (3 ECTS credits):

Extent of written work: approx. 5 - 10 pages.

Length of presentation: approx. 8 - 12 minutes.

36 hours (6 ECTS credits):

Extent of written work: approx. 10 - 15 pages.

Length of presentation approx. 15 - 20 minutes.

Aids for written examination

no written exam

Mode of repetition

Transfer performance that is rejected for rework must be reworked and resubmitted within 20 working days of receipt of the notice.

If the transfer performance for a practice activity is assessed as "not fulfilled", the credit for the work performance can be applied for once again.
In case of repetition, a new thematic focus for the transfer performance must be agreed.

Follow-up modules

none

Degree programme, semester

, 2025-2026, 2 FS, ,

YEEP - Young Entrepreneurship Exchange Project - BWIh010

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Braun Aron, Vogel Claudia
Module responsibility	Braun Aron, Vogel Claudia

Short description of the module **YEEP takes you on a unique entrepreneurial field trip to India!**

The module YEEP (Young Entrepreneur Exchange Project) offers an exciting opportunity for students who are interested in entrepreneurship and who want to gain first, real-world experience with the delights and challenges of working in an intercultural team in an emerging economy.

This intensive 16-day module will take you to the Parul University in Gujarat, India. Participants from different BFH departments will join teams of entrepreneurial Indian students who are working on their startup ideas. They are being supported by the Business Incubation Center of Parul University and intend to realize their business ideas after graduation.

This elective module gives you the unique possibility to participate in entrepreneurial business projects and to experience an emerging country with its vibrant culture and economy not like an observing tourist, but from the "inside".

This summer school allows students to practically apply the knowledge they have acquired in preceding business courses or their general knowledge of business administration.

A special focus lies on:

- Purpose, content, and key success factors of a business concept / business plan
- Customer-centered development of a viable value proposition
- Process of business concept development / business plan writing
- Alignment of a business concept / business plan to the typical expectations of investors
- Application of the relevant methods of strategic management and business modeling
- Understanding how the social, cultural, academic and business environment and market conditions can differ in other parts of the world
- Establishing relationships across cultural borders in face-to-face interactions
- Developing strategies in order to function successfully in challenging and unusual environments
- Reflecting on one's intercultural competency and learning how to adjust appropriately to new situations and tasks

Entry requirements

This International Summer School is open to all BFH students via "BFH Diagonal" as well as selected BFH Business School partner university students.

The number of participants is limited to 25 students.

YEEP - Young Entrepreneurship Exchange Project - BWIh010

Competencies upon completion

Subject: Students

- apply different analytical methods and planning instruments
- gain an increased knowledge of the host country, its culture and its business environment
- develop a concrete business concept / business plan for an entrepreneurial project including the necessary preceding investigations and analyses
- analyse the opportunities and risks of a concrete venture

Method: Students

- develop an understanding for the essential elements and success factors of a business proposition
- recognize different systematic approaches and analysis methods in the field of business planning, learn to procure, evaluate, and present the information required for a business concept / business plan
- are able to present their business proposition in a convincing and target group oriented way
- learn how to assess the opportunities and risks of a concrete business model
- apply a variety of frameworks used to analyse cultures and cross-cultural interactions
- learn how to systematically document and reflect on challenges arising in multi-cultural team work

Social: Students

- practise team work by working in a multi-cultural team
- apply systematic approaches to cross-cultural communication and intercultural encounters
- identify and assess the success factors, necessary resources, team configuration, organizational structures, and appropriate timing in the management of the venture

Self: Students

- recognize their own entrepreneurial potential
- recognize their ability for intercultural teamwork
- develop their own initiative and ability to autonomously work on a project; the success of this module hinges on the active and dedicated participation of the students and their ability to deal with challenges, frustrations and uncertainty arising within a cross-cultural environment

Content

Each multi-cultural student team will develop and write up or further develop a business concept / business plan for a specific business proposition conceived by students from the host country, with a special focus on:

- selection, application, and adaptation of appropriate methods / concepts from strategic management and other basic fields of management theory
- creation of a business concept / business plan
- development of a financial plan
- documenting and presenting the business proposition in a concise and convincing way

Teaching and learning methods

- seminars, workshops and company visits
- introductory lectures on the basics of business planning for those requiring this input - team coaching
- presentation and discussion of practical solutions
- mutual reviews between teams

YEEP - Young Entrepreneurship Exchange Project - BWIh010

Literature

Indispensable literature:

- Hand-outs provided during the International Summer School

Recommended literature:

- India: The Essential Guide to Customs & Culture (Culture Smart!) Becky Stephen (2021)
- Running Lean, Ash Maurya, O'Reilly, 3rd edition (2022)
- Talking to Humans, Giff Constable September 2014; ISBN-10: 099080092X

Additional, continuative literature:

- The Art of the Start 2.0, Guy Kawasaki, Portfolio Penguin 2015; ISBN-10: 0241187265
- Business Model Generation, Alexander Osterwalder and Yves Pigneur August 2010; ISBN-10: 0470876417

Workload

90 h

Contact lessons

As per programme schedule: 9 to 24 July 2026 (at Parul University, India)

Attendance requirement

As per programme schedule: 9 to 24 July 2026 (at Parul University, India)

Competency assessment

- 1st short reflective report, submission in calendar week 27 (individual work, 10 %, in writing)
- 2nd short reflective report, submission in calendar week 29 (individual work, 15 %, in writing)
- Business concept documentation; format and scope will be individually defined for each project, submission in calendar week 30 (team work, 25 %, in writing)
- Final pitch of business concept / business plan in calendar week 30, (group work, 35 %, in writing + oral)
- 3rd short reflective report, submission in calendar week 35 (individual work, 15 %, in writing)

Mode of repetition

Repetition of the module.

Follow-up modules

-

YEEP - Young Entrepreneurship Exchange Project - BWIh010

Comment

Parul University offers the following to BFH students:

- Accommodation: Free stay with breakfast, sharing a double room (additional cost for single occupancy)
- Meals:
 - Weekday lunches at Parul University
 - Three organized dinners with Indian students at top restaurants in the city
- Transportation in Vadodara:
 - Airport transfers upon arrival and departure
 - Daily transportation between the hotel and university
- Cultural Events: All on-campus cultural activities as part of the YEEP program (excluding some optional weekend trips)
- Any additional personal expenses have to be covered by the participants

Flights:

- **Flights are organised individually and have to be covered by the participants.**
- **Latest possible arrival: July 08**
- **Earliest possible departure: July 25**

Visas, Insurances & Vaccinations:

- Organised individually

Optional Travel Extension (Cost to be covered by students)

Students can choose to book a 1-week travel package after the YEEP program, which includes visits to Goa, Agra (Taj Mahal), and Delhi.

Number of participants:

- Minimum 12 students
- Maximum 25 students

This International Summer School is open to all BFH students. In addition, it may also be made available to students of selected partner universities.

A minimum of 6 places are reserved for BFH Diagonal, i.e. for BFH students who are not studying at BFH Business School. The other places are available for students of BFH Business, with a priority given to students from the IBA program.

Application requirements

- BFH Business students to apply via IS-A
- BFH students from other departments to apply via the BFH Diagonal application form

Please inform yourself about the regulations concerning entry to India, as well as visa regulations.

Degree programme, semester

BSc Business Administration, 2025-2026, 4 FS, TZ, Bern
 BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
 BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern
 BSc Business Administration, 2025-2026, 8 FS, TZ, Bern
 BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern
 BFH diagonal, 2025-2026, spring, -, 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, 4 FS, TZ, Bern
 BSc Business Administration, 2025-2026, 4 FS, VZ, Bern
 BSc Business Information Technology, 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
 BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
 BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
 BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
 BSc International Business Administration, 2025-2026, 4 FS, VZ, 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	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> - 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

BSc International Business Administration, 2025-2026, 8 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, 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

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	<ul style="list-style-type: none"> • Ability to self-reflect • Ability to work in a team • Basic mathematical/statistical understanding
Competencies upon completion	<ul style="list-style-type: none"> • Basic psychological knowledge in the context of decision-making and cognitive biases • Increased ability of self-reflection • Understanding of experimental designs • Collaboration
Content	<p>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.</p> <p>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.</p>
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	<ul style="list-style-type: none"> • 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

ESIN - Social Innovation - BWBh025

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Fischer Manuel
Module responsibility	Blum Nicola

Short description of the module Social innovations address complex societal problems through innovative solutions. This module will provide you with the tools to analyse socially innovative solutions. Specifically, you will learn concepts and methods to plan, measure, analyse and improve the impact of social innovations. You do this based on an existing social innovation project with practice partners. In groups, you analyse this project and develop concrete solutions to further increase its impact. The lectures and the proof of competence (report & presentations) of the module will be in English. Coaching and exchange opportunities will happen in groups and are offered in English or German as required. For communication with the practice partners, one German-speaking person per group would be helpful.

- Entry requirements**
- Knowledge of the most important basic terms, concepts and models of sustainable development.
 - An understanding of the complex interactions between the business sector, politics, civil society, the natural environment.
 - An understanding of the great environmental, social and economic challenges.
 - Genuine interest in active exchange and cooperation with social initiatives.
 - Ability to collaborate in teams in a self-organized way.

- Competencies upon completion**
- An understanding of the concept, relevance and potential of social innovation for sustainable development.
 - An understanding of factors that promote the emergence and success of social innovations, especially in scaling up through partnerships between government, businesses and civil society.
 - Ability to analyse, plan and measure the impact of social innovations.
 - Optimize the impact of social innovations and communicate effectively to stakeholders.
 - Basic entrepreneurial skills to start a social business.
 - Increased ability to collaborate in teams.

Content

Input lectures: Input on theoretical and practical knowledge on social innovation and impact planning. Input on impact measurement. Development of indicators and generation of data to measure the impact of a social innovation.

Self-study lectures: You will work in teams independently on a project with a practice partner. You apply the concepts that you've learnt in the input lectures. You will be regularly coached by one of the lecturers.

Presentations and reflection: You will regularly present the progress of your group work, and you will reflect on your learning process. At the closing event you will present the results of your team work to the practice partners.

ESIN - Social Innovation - BWBh025

Teaching and learning methods	<p>This module includes a variety of teaching and learning methods. Overall, it adopts a service learning approach.</p> <p>Input lectures: lectures, guest lectures and smaller preparatory tasks, exercises and group discussions (flipped classroom approach).</p> <p>Self-study lectures: You will work independently in small groups, conduct interviews and collect data (e.g. through field visits or short surveys). This will be accompanied by regular coaching sessions.</p> <p>Presentations and reflection: Presentations will be used for feedback by peers and by the lecturers. In parallel you will individually reflect throughout the seminar. The closing event includes the final presentations of your analysis and proposed solutions. Group presentations are part of the proof of competence.</p>
Literature	<p>Phineo Impact Navigator (available in German, English, Italian, available as free download).</p> <p>Supplementary literature is compiled specifically for the lessons and made available on Moodle.</p>
Workload	180 hours
Contact lessons	Lectures, coaching sessions and presentations
Attendance requirement	<p>Participation in the first lecture (CW9, in CW8 no lecture!), the two group presentations (CW11 and CW23), as well as active participation in the group work is compulsory.</p> <p>Participation in the other lectures and especially the coaching seminars is highly recommended.</p>
Competency assessment	<p>The proof of competence consists of three parts:</p> <ol style="list-style-type: none">1. First group presentation (CW 11) in person on the intermediary results from the team work incl. discussion and peer-feedback. Individual grading based on individual contribution. Weighting: 30 %2. Second group presentation (CW23) in person including Q&A session on the results from team work. Individual grading based on individual contribution. Weighting: 30 %3. Written individual short report. Deadline for digital submission in CW23. Individual grading. Weighting 40 %
Mode of repetition	The module can be repeated the next time it is carried out.
Follow-up modules	<p>Advanced modules: Specialization "Sustainable Business". Prerequisites: The module builds in parts on the module Sustainable Business (BSBU) but can be attended independently from other modules.</p> <p>BFH diagonal modules: <i>Campus Climate Action and Nachhaltig handeln</i></p>
Comment	Participants limited to a maximum of 25 students

ESIN - Social Innovation - BWBh025

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, 4 FS, TZ, Bern
	BSc Business Administration, 2025-2026, 6 FS, VZ, Bern
	BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
	BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
	BSc Business Administration, 2025-2026, 8 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, 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	<p>In this module, students individually or in groups create a theory or practice project of their own choice.</p> <p>Possible topics:</p> <ul style="list-style-type: none">- 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

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 be provided in Moodle, here below are 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 (3rd June 2026), and recommended for the interactive and coaching sessions.

Competency assessment

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.

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

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	<p>The course comprises two parts: Portfolio Management and Risk Management</p> <p>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).</p> <p>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.</p>
Entry requirements	It is recommended to attend the previous courses in finance like IFMA / BFMA
Competencies upon completion	<p>Subject: Students...</p> <ul style="list-style-type: none"> • 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 <p>Social: Students</p> <ul style="list-style-type: none"> - 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 <p>Self: Students</p> <ul style="list-style-type: none"> - 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	<ul style="list-style-type: none">- 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) <p>Portfolio models: an introduction</p> <ul style="list-style-type: none">- efficient portfolios calculation- Estimating betas and the Security Market Line- Efficient portfolios- Performance attribution
Teaching and learning methods	<ul style="list-style-type: none">- 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	<p>Suggested books:</p> <p>Risk Management:</p> <p>Financial Institutions Management: a risk management approach, Anthony Saunders and Marcia Millon Cornett McGraw-Hill, 10th edition, softcover, ISBN 1260571475</p> <p>Portfolio Management:</p> <p>Investments, Bodie, Kane and Marcus, 12th edition, Paperback, McGraw-Hill 2021 ISBN 1260571157</p>
Workload	180 hours
Contact lessons	14x4 lessons
Attendance requirement	no attendance requirement
Competency assessment	<p>Written examination, 90 minutes, end of semester (CW 26 or 27)</p> <p>Excel-based exam on Moodle</p> <p>Online exam: Bring your own device</p>

SBF3 - Portfolio- & Risk Management - BWBh243

Aids for written examination	<ul style="list-style-type: none">- 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	<p>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."</p> <p>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.</p>
Entry requirements	None.
Competencies upon completion	<p>Participants will be equipped to:</p> <ul style="list-style-type: none">• 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	<p>The course will cover key aspects of digital business transformation, including:</p> <ul style="list-style-type: none">• Introduction to digital transformation• Digital strategy and value creation• Leadership for digital transformation• Culture as the key to transformation• Organizational agility• Real-world cases <p>Please refer to Moodle for all further details.</p>
Teaching and learning methods	<p>A blended approach combining:</p> <ul style="list-style-type: none">• 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	<p>Selected readings will be provided for each session.</p> <p>Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Review Press.</p> <p>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.</p> <p>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.</p>
Workload	180 hours.
Contact lessons	<p>Hybrid approach including:</p> <ul style="list-style-type: none"> • 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	<p>Digital Technology Management (SDB1)</p> <p>Digital Markets and Platform Ecosystems (SDB3)</p>
Degree programme, semester	<p>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</p>

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	<p>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</p> <ul style="list-style-type: none"> • 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	<p>Students will be able to:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Weekly classes with interactive sessions, group tasks and theoretical input • Weekly Flipped Classroom sequences
Literature	<p>Choudary, Sangeet Paul (2015): Platform Scale. How an emerging business model helps startups build large empires with minimum investment, Platform Thinking Labs.</p> <p>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</p>
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

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	<p>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.</p> <p>It commences with developing an understanding of the international enterprise and its opportunities and challenges in a globalized world, covering the following three areas:</p> <ul style="list-style-type: none">• 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

SP05 - CSR Management - BWBh385

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Kunz Nathan Michael
Module responsibility	Loumeau Nicole
Short description of the module	<p>This module follows an innovative virtual teaching/learning concept. The module is 100 % virtual and is conducted in cooperation with HAMK (Finland) and HSN (Germany). Students from the three universities work together in mixed groups on projects. The module consists of three blocks:</p> <ul style="list-style-type: none"> - Strategic Corporate Sustainability - Managing Corporate Sustainability - Sustainable Consumption. <p>At the beginning of the module, students pick a project on which the team will be working during the semester.</p> <p>This module is limited to 25 students from BFH.</p>
Entry requirements	By registering to this course, students confirm that they will be attending all sessions with mandatory attendance.
Competencies upon completion	<p>Within this module, students develop a variety of competencies:</p> <ul style="list-style-type: none"> • They understand how a sustainable business strategy can be implemented concretely in a company. • They understand how sustainable behavior can be managed concretely in a company. • They can assess the sustainability of consumer behavior and transfer its influence to companies. • They know how to develop a sustainability strategy for companies/organizations and how to review sustainability goals. • They apply established tools for sustainability reporting.
Content	<ul style="list-style-type: none"> • Based on stakeholder case studies and company interviews, the block Strategic Corporate Sustainability builds an understanding of the fundamental concepts and drivers of CSR and the Sustainable Development Goals (SDGs). It covers the links between corporate vision, mission and CSR. • Based on business cases for CSR, the block Managing Corporate Sustainability deals with management systems, the translation of strategic CSR into functional strategies, the definition of the basic reporting and corresponding controlling systems. • The block Sustainable Consumption focuses on consumer behavior, its drivers, and the environmental and social impacts of consumption.
Teaching and learning methods	Mix of self-study, group work, coaching sessions, interim presentations and final presentations.
Literature	Will be provided on Moodle
Workload	180h (6 ECTS)

SP05 - CSR Management - BWBh385

Contact lessons

The course will generally take place online on Thursdays from 17h to 19h, unless different times are indicated below.

Course Intro & Welcome

General information for BFH students: TBD
Organisation and kick-off: 19.02.2026, 17:00 - 18:30

Block 1 "Strategic Corporate Sustainability", Lecturer Simona Chilba (HAMK)

- Lecture: 26.02.2026, 17:00 - 19:00
- Q&A in Plenum for Block 1: 05.03.2026, 17:00 - 18:00

Block 2 "Managing Corporate Sustainability", Lecturer Martin Wenke (HSN)

- Lecture: 12.03.2026, 17:00 - 19:00
- Q&A in Plenum for Block 2: 19.03.2026, 17:00 - 18:00
- Interim Presentation (pre-recorded, to be submitted via Moodle)

Block 3 "Sustainable Consumption", Lecturer Nathan Kunz (BFH)

- Lecture: 23.04.2026, 17:00 - 19:00
- Q&A in Plenum for Block 3: 30.04.2026, 17:00 - 18:00
- Interim Presentation: 07.05.2026, 17:00 - 19:00

Final Presentation

- Half class: 13.05.2026, 17:00 - 19:00
- Half class: 14.05.2026, 17:00 - 19:00

Attendance requirement

The sessions in the following calendar weeks (CW) have a mandatory attendance requirement:

- CW 8
- CW 9
- CW 11
- CW 17
- CW 20

Competency assessment

The competency is assessed through partial grades throughout the semester. The final grade is calculated based on the following components:

- Assignments during the semester (15 % of final grade), individual grade
- Final presentation, groupwork (65 % of final grade), each member of the group receives the same grade
- Final report, groupwork (20 % of final grade), each member of the group receives the same grade

Mode of repetition

In case of failing, the module will need to be repeated. Because the course is project-based, all partial proofs of competences need to be repeated.

Comment

This module is limited to 25 students from BFH.

SP05 - CSR Management - BWBh385

Degree programme, semester

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

SP07 - Business Gaming - BWBh387

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Braun Aron, Noppeneys Claus
Module responsibility	Braun Aron, Noppeneys Claus
Short description of the module	<p>Business games provide exciting experiences and insights on what it means to manage a company in a competitive environment.</p> <p>This module is designed for students who want to gain hands-on experience in the strategic and operational management of a company in a (simulated) real-world setting. It is based on a sophisticated, challenging and engaging online business game in which the different student teams compete with each other.</p>
Entry requirements	No special admission requirements.
Competencies upon completion	<p>This module aims at imparting the following set of competencies. The students</p> <ul style="list-style-type: none"> • are able to analyse, interpret and discuss business data • Understand the complex and dynamic nature of strategic management • Learn how to navigate a company amid an ambiguous and uncertain environment • Can use appropriate decision making tools • Improve their ability to reach sound conclusions in a team • Improve their ability to develop and deliver professional business presentations • Learn how to identify and use suitable performance indicators
Content	<p>TOPSIM General Management, the online strategy game used in this module, simulates typical decision problems which management teams face in key areas of strategy, human resources, marketing, operations, finance and innovation management. Students experience challenging business situations from a managerial perspective. Thus, students can use and integrate various central concepts introduced throughout their studies. Extensive reports allow the participants to see the effects of their strategic decisions. Competition between the different student teams enhances the intensity and engaging character of the module.</p> <p>The module is centered around the simulation of 8 subsequent rounds (years) in which companies (student teams) compete against each other for the best business performance. In each round of the simulation, the discussion of the executive team culminates in decisions on a number of key parameters (e.g. pricing, staffing, product development, marketing etc.). Before each new round, an extensive report documenting the effects of the decisions from the last round is made available to the teams. As the game unfolds more and more decision parameters are introduced, increasing the complexity of the game.</p> <p>After 8 rounds the game is over. The final session is used to reflect on the experience and to honour the winners.</p>

SP07 - Business Gaming - BWBh387

Teaching and learning methods

The experience of playing the game in competing teams including analysis and interpretation of the complex market and company results is the central learning method of this module. Additional theory is typically taught in the form of short lectures, complemented with group exercises and discussions in the class.

The aim of the game is to simulate reality as closely as possible. Due to the high level of complexity, virtually all larger SMEs are typically managed by an executive team which jointly leads the company as one legal entity. Accordingly, students are forming "executive teams", each student being responsible for an area like HR, R&D, M&S etc. Like in real companies, all key strategic decisions are being taken jointly in the executive board, while smaller operational decisions are being taken individually by the respective executives. This governance principle is reflected in the module tasks and proof of competence.

Literature

Mandatory reading:

- Documentation provided by the lecturers
- TOPSIM manuals
- Main textbook for this course: Jonson, Whittington, Scholes, Angwin, ReghÃ©r: Exploring Strategy, 13th edition, Pearson

Additional reading (voluntary):

Kaplan, R. S., & Norton, D. P. (1993). Putting the Balanced Scorecard to Work. *Harvard Business Review*, 71(5),

Kaplan, R. S., & Norton, D. P. (1996). Using the Balanced Scorecard as a Strategic Management System. *Harvard Business Review*, 74(1), 75-85.

Chen, V. Z., Zhong, M., Duran, P., & Sauerwald, S. (2022). Multistakeholder Benefits: A Meta-Analysis of Different Theories. *Business & Society*, in press.

Abela, A. V. (2010). *The Presentation: A Story About Communicating Successfully With Very Few Slides*. CreateSpace Independent Publishing Platform.

Workload

6 ECTS

Contact lessons

5 full days (Monday to Friday, 9 am to 5 pm) in the Special Week in calendar week 7.

Furthermore, 4 lessons of 4 hours in the first half of the semester, in calendar weeks 9, 10, 11 and 12.

Attendance requirement

The game requires the mandatory attendance of the students at all contact lessons (see exact calendar weeks above). Details will be communicated in the first lesson.

SP07 - Business Gaming - BWBh387

Competency assessment	<p>Preparation assignment in calendar week 6 (individual work, 20%, in writing).</p> <p>Business data analysis report, submission in calendar week 7 (group work, pass/fail, in writing; same assessment for all team members)</p> <p>KPI identification & discussion, submission in calendar week 7 (group work, 20%, in writing; same grade for all team members)</p> <p>Midterm strategy presentation in calendar week 7 (group work, 10%, in writing + oral; same grade for all team members)</p> <p>Conceiving & creating stakeholder specific strategy communication, submission in calendar week 8 (individual work, 25%, in writing)</p> <p>Business data analysis report, submission in calendar week 10 (group work, pass/fail, in writing; same assessment for all team members)</p> <p>Final presentation in calendar week 12 (group work, 25%, in writing + oral; same grade for all team members)</p> <p>If one of the two pass/fail assignments is not passed, the module as a whole is not passed.</p> <p>Details will be announced in the first lesson.</p>
Mode of repetition	<p>Repetition of the module.</p>
Follow-up modules	<p>Specialization "Innovation & Entrepreneurship"</p>
Comment	<p>The number of participants is limited to 25 students.</p>
Degree programme, semester	<p>BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern BSc International Business Administration, 2025-2026, 6 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 Administration, 2025-2026, 6 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 4 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, 4 FS, TZ, Bern BSc Digital Business & AI, 2025-2026, 6 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, 8 FS, TZ, Bern BSc Business Administration, 2025-2026, 8 FS, TZ, Bern BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern</p>

SAC1 - Höhere Rechnungslegung - BWBh221

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Längin Thomas, Longaron Daniel
Modulverantwortung	Längin Thomas
Kurzbeschreibung des Moduls	<p>Die Studierenden erhalten einen Überblick über das aktuelle Regelwerk der Swiss GAAP FER (SGF) und der International Financial Reporting Standards (IFRS). Ausgewählte Vorgaben (Standards) der beiden Regelwerke werden anhand von Fallbeispielen veranschaulicht. Die praktische Anwendung der Fachempfehlungen auf konkrete Sachverhalte wird mit Übungen vermittelt.</p> <p>Die Studierenden sind in der Lage, ausgewählte Standards in konkreten Fallbeispielen anzuwenden und verstehen die Informationen einer nach den SGF oder den IFRS erstellten Jahresrechnung.</p>
Eingangskompetenz	Fachkenntnisse des Rechnungswesen, welche in den Modulen BREW und IACC vermittelt wurden.
Kompetenz	<p>Fachkompetenzen: Die Studierenden sind in der Lage, ausgewählte Standards in konkreten Fällen anzuwenden, und verstehen die Informationen einer nach den SGF oder den IFRS erstellten Jahresrechnung.</p> <p>Methodenkompetenzen: Die Studierenden können unter Anleitung bei der Erstellung einer Jahresrechnung nach den SGF oder nach den IFRS mitarbeiten. Sie sind in der Lage, die Vorschriften auf eine konkrete Situation anzuwenden (Transferleistung).</p> <p>Sozialkompetenzen: Die Studierenden sind in der Lage, konstruktiv an einer Partner- oder Gruppenarbeit teilzunehmen.</p> <p>Selbstkompetenzen: Die Studierenden können durch Selbstreflexion beurteilen, ob sie den behandelten Stoff verstanden haben, und allenfalls notwendige Fragen präzise formulieren.</p>
Inhalt	Ausgewählte Fachempfehlungen der SGF und ausgewählte Standards der IFRS.
Lehr- und Lernmethode	<ul style="list-style-type: none">• Präsenzunterricht im Klassenverband• Fachvorträge von SGF/IFRS-Experten und -Anwendern• Einzelarbeiten• Selbststudium

SAC1 - Höhere Rechnungslegung - BWBh221

Fachliteratur

Für den Kompetenznachweis unerlässliche Literatur (Pfichtliteratur):

- 1) Swiss GAAP FER Stand 1.1.2023, Fachempfehlungen zur Rechnungslegung, Stiftung FER, ISBN 978-3-286-30284-6, Deutsch.
- 2) Finanzbuchhaltung nach Swiss GAAP FER, Theorie, Aufgaben und Lösungen, Franz Carlen, Anton Riniker, 4. Auflage 2023, ISBN 978-3-286-32828-0, Deutsch.
- 3) KPMG AG Wirtschaftsprüfungsgesellschaft: IFRS visuell, Die IFRS in strukturierten Übersichten, 10. aktualisierte und überarbeitete Auflage 2025; ISBN 978-3-7910-6487-1.
- 4) IDW Verlag: International Financial Reporting Standards; 17., aktualisierte Auflage; Stand 1. Februar 2024; ISBN 978-3-8021-2928-5; oder
Wiley-vch: International Financial Reporting Standards (IFRS) 2024 Deutsch-Englische Textausgabe der von der EU gebilligten Standards.
18. Auflage, März 2024, ISBN: 978-3-527-51189-1.

Achtung: Die IFRS ändern sich stetig, verwenden Sie deshalb keine Auflage der unter Ziffer 4) erwähnten Bücher, die vor dem Jahr 2024 herausgegeben wurden.

5) Die von den Dozenten auf Moodle zur Verfügung gestellten Unterlagen.

Workload

180 Stunden

Kontaktstudium

14 Semesterwochen zu 4 Lektionen

Präsenzpflicht

Keine

Kompetenznachweis

Schriftliche Prüfung mit Moodle, Dauer 90 Minuten, zählt 100 %, am Ende des Semesters (KW 26 - 27).

Hilfsmittel bei schriftlicher Prüfung

- Open Book;
 - Taschenrechner: beliebiges TI-30-Modell; und
 - Gedrucktes Wörterbuch (Muttersprache - Sprache Kompetenznachweis)
- Für Details zu den Hilfsmitteln siehe aktuelle "Weisung zu den Kompetenznachweisen" auf Moodle.

Wiederholungsmodalitäten

Wiederholung beim nächsten Prüfungstermin des Moduls möglich

Weiterführende, vertiefende Module

- SAC 2 Life-Cycle Accounting.
- SAC3 Controlling & digitalisierung,
- SP01 Auditing.

Studiengang, Semester

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

SAC2 - Life Cycle Accounting & Tax - BWBh222

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Fankhauser Daniel, Longaron Daniel
Modulverantwortung	Fankhauser Daniel

Kurzbeschreibung des Moduls

- Life Cycle Accounting: Gründung, Kapitalerhöhung, Beteiligungserwerb, Fusion, Sanierung und Liquidation
- Mehrwertsteuer (inkl. Digitalisierung der MWST) und die Unternehmenssteuern bei der Gründung, Kapitalerhöhung, Beteiligungserwerb, Fusion, Sanierung und Liquidation von Unternehmen

Eingangskompetenz

Basiswissen bezüglich Buchführung und Rechnungslegung.

Kompetenz

Selbständiges Erarbeiten des Lernstoffes (Vorbereitung der Seminare) - Theorievorträge (theoretischer Überblick über die verschiedenen Themengebiete) - Selbständiges Lösen und Analysieren von Aufgaben, Fallbeispielen und Praxisfällen (Vor- und Nachbearbeitung der Seminare) - Bearbeiten von Fallbeispielen in der Gruppe

Fachkompetenzen: Die Studierenden

- lernen die wichtigsten Aspekte des Life Cycle Accounting und Taxation kennen. Sie wissen über die Funktionen der Buchführung und der Besteuerung von Unternehmen während dessen Bestehen Bescheid. Sie wenden das gewonnene Wissen in Gruppenarbeiten und Einzelaufgaben selbständig an.

Methodenkompetenzen: Die Studierenden

- können selbständig buchhalterische sowie steuerliche Sachverhalte bearbeiten. Sie sind fähig, das gewonnene Wissen in Praxisaufgaben anzuwenden. Sie sind in der Lage, ihre Kenntnisse in ein Gesamtkonzept einzuordnen und dieses Lernkonzept laufend zu erweitern. Sie können zu buchhalterischen sowie steuerrechtlichen Fragen Stellung nehmen und entsprechend argumentieren.

Sozialkompetenzen: Die Studierenden

- fördern ihre Kommunikations-, Verhandlungs-, Argumentations- und Konfliktfähigkeit, in dem sie in Gruppen Aufgaben und Fallbeispiele lösen. Dabei lernen sie ihren persönlichen Standpunkt zu vertreten, andere Meinungen zu akzeptieren und einen Gruppenkonsens zu finden.

Selbstkompetenzen: Die Studierenden

- entwickeln eine hohe Lernbereitschaft und Lernfähigkeit. Sie können die Literatur im Fachbereich und die rechtlichen Grundlagen selbständig bearbeiten und sind in der Lage, weitere Informationen zum entsprechenden Thema zu beschaffen.

- Den Arbeitsaufwand können sie selbständig einschätzen und bewältigen. Sie zeigen dabei eine hohe Flexibilität. Sie sind in der Lage, diese zusätzliche Arbeitsbelastung in ihren Alltag zu integrieren.

Inhalt

vgl. Kursprogramm

SAC2 - Life Cycle Accounting & Tax - BWBh222

Lehr- und Lernmethode	<ul style="list-style-type: none"> - Selbständiges Erarbeiten des Lernstoffes (Vorbereitung der Seminare) - Theorievorträge (theoretischer Überblick über die verschiedenen Themengebiete) - Selbständiges Lösen und Analysieren von Aufgaben, Fallbeispielen und Praxisfällen (Vor- und Nachbearbeitung der Seminare) - Bearbeiten von Fallbeispielen in der Gruppe
Fachliteratur	<p>Pflichtliteratur:</p> <ul style="list-style-type: none"> - Finanzbuchhaltung 3, Höhere Finanzbuchhaltung, Franz Carlen, Franz Gianini, Anton Riniker: Bundle: 2 Bände, Theorie und Aufgaben(284 Seiten) Lösungen (136 Seiten) inkl. PDFs, 18. Auflage 2024, ISBN 978-3-286-34468-6 <p>weiterführende Literatur:</p> <ul style="list-style-type: none"> - Das schweizerische Steuerrecht "Ein Grundriss mit Beispielen"; Peter Mäusli-Allenspach, Mathias Oertli, Rolf Benz; Cosmos Verlag AG, Muri BE; 11. Auflage 2023; ISBN-Nr. 978-3-85621-260-5; - Das schweizerische Steuerrecht "Aufgaben und Lösungshinweise"; Oertli Mathias, Benz Rolf; Cosmos Verlag AG, Muri BE; 8. Auflage 2023; ISBN-Nr. 978-3-85621-261-2; <p>Für die beiden Bücher Das schweizerische Steuerrecht "Ein Grundriss mit Beispielen" und Das schweizerische Steuerrecht "Aufgaben und Lösungshinweise" konnte mit dem Cosmos Verlag (Muri bei Bern) eine 20 % Vergünstigung vereinbart werden. [Bei der Bestellung reicht ein Vermerk - "BFH" - Bestellungsmail direkt an Frau Nicole Stucki --> info@cosmosverlag.ch]</p>
Workload	180 Stunden
Kontaktstudium	64 Lektionen
Präsenzpflicht	nein
Kompetenznachweis	<p>Schriftliche Moodle-Prüfung während den offiziellen Prüfungswochen (KW 26/27), Dauer 90 Min. / elektronische Prüfung [Moodle] / Einzelbewertung:</p> <ul style="list-style-type: none"> - Life Cycle Accounting (50 %) - Steuern (50 %)
Hilfsmittel bei schriftlicher Prüfung	<ul style="list-style-type: none"> - BFH-Taschenrechner (Taschenrechner der TI-30-Modelle) - gedrucktes Wörterbuch (Muttersprache - Sprache Kompetenznachweis) - open book (im Sinne von alles, was gedruckt ist)
Wiederholungsmodalitäten	Wiederholung beim nächsten Prüfungstermin des Moduls möglich
Studiengang, Semester	<p>BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern BSc Betriebsökonomie, 2025-2026, 6 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, 8 FS, TZ, Bern BSc Betriebsökonomie, 2025-2026, 4 FS, TZ, Bern BSc Betriebsökonomie, 2025-2026, 4 FS, VZ, Bern BSc Betriebsökonomie, 2025-2026, 6 FS, VZ, Bern BSc Betriebsökonomie, 2025-2026, 8 FS, TZ, Bern</p>

SAC2 - Life Cycle Accounting & Tax - BWBh222

SDG3 - Innovation & Organisation Verwaltung - BWBh283

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Gees Thomas
Modulverantwortung	Gees Thomas
Kurzbeschreibung des Moduls	<p>Das Modul SDG3 beleuchtet, wie Innovationen im öffentlichen Sektor entstehen, gesteuert und in bestehende Organisationsstrukturen integriert werden können. Die Teilnehmenden analysieren die besonderen Rahmenbedingungen von Verwaltung und Politik, die Innovationsprozesse hemmen oder fördern. Dabei wird aufgezeigt, wie neue Organisationsformen, digitale Technologien und neue Ansätze(z.b. OKR oder Ambidextrie) zur Modernisierung / Transformation des öffentlichen Sektors beitragen. Ein Schwerpunkt liegt auf der Gestaltung innovationsfreundlicher Kulturen und Strukturen in Behörden . Das Modul vermittelt praxisorientierte Kompetenzen, um Veränderungen strategisch zu initiieren und nachhaltig zu verankern. Fallbeobachtungen in einem realen Umfeld sind Teil des praxisorientierten Lernens.</p>
Eingangskompetenz	Die Studierenden verfügen über Basiskenntnisse aus den Pflichtmodulen BGPS und Academic Skills

SDG3 - Innovation & Organisation Verwaltung - BWBh283

Kompetenz

Fachkompetenzen

Die Studierenden

- kennen Konzepte der Organisation und Innovation des öffentlichen Sektors.
- können den Nutzen organisationaler Voraussetzungen im öffentlichen Sektor erkennen.
- verfügen über Basiskenntnisse auf den Gebieten Innovation und Organisation im besonderen Kontext des öffentlichen Sektors.
- sind interessiert, theoretisches Wissen in beobachtender oder analytischer Forschung mit realen Praxispartnern anzuwenden.

Problem Solving

Die Studierenden

- beschaffen sich selbständig Lösungsansätze, um Hindernisse von Innovationsprojekten zu überwinden.
- bekommen Einblick, wie Problemstellungen und Lösungsansätze methodisch aufbereitet werden.

Kollaboration

Die Studierenden

- lernen in kleinen Gruppen den Austausch.
- arbeiten mit den jeweiligen Spezialisten zusammen und entwickeln gemeinsam eine Fragestellung.

Selbstmanagement

Die Studierenden

- bringen sich selber in den Lernprozess ein, indem sie die vorgegebene Thematik selbständig unter Anleitung vertiefen.
- entwickeln Neugier und lernen, sich in eine offene Thematik zu vertiefen aus eigenem Antrieb.

Umgang mit Komplexität

Die Studierenden

- lernen organisatorische Einheiten des öffentlichen Sektors als komplexe Systeme in der digitalen Transformation zu begreifen.
- werden mit ungelösten und offenen Herausforderungen konfrontiert.
- sehen in den einzelnen Innovationsprojekten Grundlegende Herausforderungen der administrativen Praxis.
- werden angeleitet, die Komplexität im Hinblick auf Lösungsvorschläge für die Praxispartner zu reduzieren.

Inhalt

Digitalisierung im öffentlichen Sektor: Zielbild einer resilienten Verwaltung

- Die Tallin Prinzipien: normative Konzepte und reale Umsetzungsmöglichkeiten
- Objectives & Key Results (OKR) im öffentlichen Sektor
- Organisationsübergreifende Zusammenarbeit
- Bürgerzentrierung in der Verwaltung
- Fehlerkultur in der Verwaltung
- Innovationsbarrieren in der Verwaltung##
- Neue Führungskultur
- Ambidextrie

Parallel im angeleiteten Selbststudium: Analyse von einzelnen Fällen in kommunalen oder kantonalen Verwaltungen (abhängig von den Partnerorganisationen)

SDG3 - Innovation & Organisation Verwaltung - BWBh283

Lehr- und Lernmethode	Vorlesungsinputs Selbst erarbeitete Kurzvorträge basierend auf Literaturrecherche Gruppenorientiertes Lernen Fallorientiertes Lernen und Transferieren anhand realer Herausforderungen bei Partnerorganisationen
Fachliteratur	<ul style="list-style-type: none"> digitalswitzerland (2024) <i>Res Publica Digitalis</i>, eine Studie von digitalswitzerland digitalswitzerland.com/wp-content/uploads/2024/11/digitalswitzerland-res-publica-digitalis-2024.pdf (publiziert am 6.11.2024) Schnitzhofer, F., Pils, P., Seper-Ambros, P. (2024). <i>Der Mensch im selbstfahrenden Staat</i>. In: <i>Der selbstfahrende Staat</i>. Springer Gabler, Wiesbaden. https://doi.org/10.1007/978-3-658-45660-3_7 Streicher, H. W. (2020). <i>Digitale Transformation in der öffentlichen Verwaltung: Praxishandbuch für Projektleiter und Führungskräfte</i>. Springer-Verlag
Workload	180 h
Kontaktstudium	Am Ende des Semesters findet ein Anlass in Anwesenheit des Praxispartners statt. Das Kontaktstudium besteht aus Vorlesungsinputs sowie aus Lektionen, welche die Studierenden selber gestalten unter Einbezug der Kommiliton*innen
Präsenzpflicht	KW 9 Donnerstagvormittag 26.02.2026 (Aufaktveranstaltung & Organisatorisches) KW 23 Donnerstagvormittag 04.06.2026 (Abschlusspräsentationen) KW 10, 11, 12 oder 13 pro Studierende ein ganzer Morgen für KPN1
Kompetenznachweis	Teilkompetenznachweis 1: Kurzreferat einzeln (mündlich) während des Semesters (KW 10-13) Teilkompetenznachweis 2: Präsentation der Organisationsanalyse (Gruppenreferat mündlich, keine Bewertung aber Präsenzpflicht in KW 23) sowie Abgabe eines Kurzreports (KW 24, schriftlich) (kann in ungenügenden Fällen nachgebessert werden) Bewertung: Teilkompetenznachweis 1 (mündlich): Einzelbewertung, Gewichtung 1/3 Teilkompetenznachweis 2 (schriftlich): Gruppenbewertung, Gewichtung 2/3
Wiederholungsmodalitäten	Im darauffolgenden Jahr
Weiterführende, vertiefende Module	SDG1 und SDG2

SDG3 - Innovation & Organisation Verwaltung - BWBh283

Studiengang, Semester

BSc Betriebsökonomie, 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 Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 6 FS, VZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, VZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 4 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 8 FS, TZ, Bern

SHR3 - New Work & HRM - BWBh208

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Habegger Anja, Sapegina Anastasia
Modulverantwortung	Sapegina Anastasia

Kurzbeschreibung des Moduls

Das Modul «New Work & HRM» setzt sich intensiv mit neuen Formen der Arbeitsgestaltung und flexiblen Arbeitsverhältnissen auseinander. Wir schauen uns neue Arbeits- und Organisationsformen an und nehmen dabei Thematiken wie von Bürokratie zu selbstorganisierter Organisation, Holo- und Soziokratie auf. Die Rollen, welche HRM in solchen neuen Organisationsformen einnehmen soll und kann, werden kritisch betrachtet.

Praxisbezogen werden Herausforderungen der neuen Arbeitsorganisationen thematisiert. Durch Exkursionen in Unternehmen und Gastreferate werden die neuen Arbeitswelten und ihre Chancen und Risiken praktisch erfahrbar. Daneben werden theoretische Inputs zu gesellschaftlichen und sozio-technologischen Veränderungen der Arbeitswelt vorgestellt und diskutiert.

Eingangskompetenz BHRM

Kompetenz

Fachkompetenz: Die Studierenden

- Haben einen Überblick über unterschiedliche Organisationsformen und Trends in der Organisationsgestaltung.
- Begreifen Herausforderungen neuer Organisationsformen für das HRM.
- Können zukünftige Entwicklungen fundiert diskutieren und Thesen zu organisationalen Herausforderungen formulieren.

Methodenkompetenzen: Die Studierenden

- können Thesen entwickeln, ausformulieren und in der Diskussion vertreten.
- können die Relevanz von aktuellen Entwicklungen einschätzen.
- können eine fokussierte Literaturrecherche zu von ihnen formulierten Thesen durchführen.

Sozialkompetenz: Die Studierenden

- gehen durch (Nach)fragen den Dingen auf den Grund,
- bearbeiten in der Diskussion Fragestellungen lösungsorientiert, dabei integrieren sie verschiedene Perspektiven,
- berücksichtigen eigene und fremde Ansichten, nutzen persönliche Ressourcen und Ressourcen der Gruppe.

Selbstkompetenz: Die Studierenden

- Reflektieren auf verschiedenen Ebenen,
- entwickeln das persönliche Analyse-, Urteils- und Entscheidungsvermögen,
- decken eigenständig und selbstverantwortlich Wissensdefizite auf und gleichen diese durch Selbststudium aus.

Inhalt

Die Studierenden lernen praktische, räumliche und sinnliche Grundannahmen von 'neuen Arbeitswelten' kennen. Geplant sind Exkursionen zu Praxispartnern, bei denen die Studierenden neue Arbeitswelten erfahren können. Sie überlegen sich anhand ihrer Wahrnehmung mögliche Problemstellungen und Lösungsansätze, zu denen HR beitragen könnte.

An weiteren Terminen werden aus Forschung und Praxis relevante Themen aus dem Bereich New Work präsentiert und mit Studierenden diskutiert. Neue Organisations- und Arbeitsformen sowie Veränderungen der HRM-Organisation selbst werden thematisiert. Wir laden jeweils fundierte Praktiker*innen zu Gastvorträgen ein.

SHR3 - New Work & HRM - BWBh208

Modultyp

Vertiefungsmodul

Lehr- und Lernmethode

Das Modul ist ein Mix aus verschiedenen Lehr- und Lernformen. Reflexionsfähigkeit und kritische Wahrnehmung, aber auch die Erarbeitung von Lösungsvorschlägen werden mit Exkursionen, Vorträgen aus Forschung und Praxis, Diskussionsrunden etc. geschult und angereichert mit theoretischen Inputs.

Fachliteratur

Fachliteratur wird für die einzelnen Termine per Moodle zur Verfügung gestellt.

Für den Kompetenznachweis unerlässliche Literatur:

- Unterrichtsmaterialien, Handouts

Empfohlene Literatur:

- Baker T. (Hrsg.) 2017: Performance Management for Agile Organizations. Overthrowing The Eight Management Myths That Hold Businesses Back. Springer International Publishing, Cham.

- Edelkraut, F. (2019): Schnelleinstieg Agiles Personalmanagement - inklusive Arbeitshilfen online. HR-Business-Agility, Führung und Transformation. Unter Mitarbeit von Heiko Mosig. EMp. Freiburg: Haufe-Lexware GmbH & Co. KG. Online verfügbar unter https://www.wiso-net.de/document/HAUF,AHAU,VHAU__9783648132562267.

- Hofert, S. (2020): Führen in die postagile Zukunft. Die Arbeitswelt sinnvoll gestalten und mutig vorangehen, 1. Auflage 2020, Wiesbaden.

- Laloux, F. (2024): Reinventing organizations. Ein Leitfaden zur Gestaltung sinnstiftender Formen der Zusammenarbeit, 2. Auflage 2024, München.

- Sattelberger T., Welpel I., Boes A. (2015): Das demokratische Unternehmen. Neue Arbeits- und Führungskulturen im Zeitalter digitaler Wirtschaft, 1. Auflage 2015, Haufe Gruppe, Freiburg.

- Zölch M., Oertig M., Calabrò V. (Hrsg.) (2020): Flexible Workforce - Fit für die Herausforderungen der modernen Arbeitswelt? Strategien, Modelle, Best Practice, 2. Auflage 2020, Haupt Verlag, Bern.

Zusätzliche, weiterführende Literatur:

- Böhle F., Voß G., Wachtler G. (Hrsg.) (2018): Handbuch Arbeitssoziologie, 2. Auflage 2018, VS Verlag für Sozialwissenschaften (als E-Book verfügbar, Springerlink),

- Preisendörfer P. (2016): Organisationssoziologie. Grundlagen, Theorien und Problemstellungen, 4. Auflage 2016, VS Verlag für Sozialwissenschaften, Wiesbaden (als E-Book verfügbar, Springerlink)

- Willman P. (2014): Understanding management. Social science foundations. Oxford University Press, Oxford.

Workload

6 ECTS (180 Arbeitsstunden)

Präsenzpflicht

- KW8: Kick-off
 - KW22: Teilkompetenznachweis 1 (Mündliche Prüfung Thesenpapier)
 - Prüfung in den offiziellen Prüfungswochen (wird zentral bekannt gegeben)
- Bei Gastreferaten und Exkursionen wird Anwesenheit vorausgesetzt

SHR3 - New Work & HRM - BWBh208

Kompetenznachweis

Der Kompetenznachweis besteht aus zwei Teilen:

KN 1: Mündliche Prüfung (Individualnote 60 %) in KW22

Auf Basis eines selbst erarbeiteten Thesenpapiers findet eine mündliche Prüfung in Form einer Diskussion/Verteidigung statt.

KN 2: Schriftliche Prüfung (Individualnote 40 %)

Auf Basis von MC-Fragen und/oder einer Fallstudie mit offenen Fragen. Die Prüfung dauert 60 Minuten und findet in den offiziellen Prüfungswochen statt.

Hilfsmittel bei schriftlicher Prüfung

Keine

Wiederholungsmodalitäten

Beide Teilkompetenznachweise müssen bestanden sein, um das Modul als Ganzes zu bestehen. Ungenügende Teilkompetenznachweise können beim nächstmöglichen Prüfungstermin bzw. bei der nächsten Durchführung wiederholt werden.

Weiterführende, vertiefende Module

SHR2 / SHR1 / SHR4

Studiengang, Semester

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

SHR4 - Sustainable HRM - BWBh209

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Lanfranconi Lucia, Zinn Isabelle
Modulverantwortung	Zinn Isabelle

Kurzbeschreibung des Moduls

Das Modul «Sustainable HRM» beschäftigt sich mit der Rolle des Personalmanagements in der Förderung ökologischer, sozialer und ökonomischer Nachhaltigkeit. Anhand von Konzepten der Organisationsanalyse und -entwicklung, analysieren die Studierenden, wo Schweizer Organisationen im HRM auf dem Weg zur Nachhaltigkeit stehen. Gemeinsam erarbeiten wir Konzepte und Instrumente, mit denen HR-Abteilungen zur langfristigen Wertschöpfung und Resilienz von Unternehmen beitragen können.

Im Verlauf des Moduls untersuchen wir wie HRM zu den sustainable development goals (SDGs) beitragen kann. Zudem werden wir die verschiedenen Dimensionen der Nachhaltigkeit vertiefen, die wirtschaftliche, soziale und ökologische Aspekte berücksichtigen. Die gegenseitige Abhängigkeit dieser Aspekte wird dabei zentral sein.

Als Leistungsnachweis (podcast oder video-clip) schaut ihr in die Praxis wo Unternehmen und das HRM in Sachen Nachhaltigkeit aktuell stehen.

Eingangskompetenz

BHRM, IHRM

- Grundlegende Personalprozesse, arbeitspsychologische und arbeitsrechtliche Grundlagen sind bekannt (Modul BHRM oder IHRM im Grundstudium), bzw. entsprechende Grundlagen des HRM (zentrale Personalprozesse, Basis A&O Psychologie, Arbeitsrecht).
- Praktische Einblicke in aktuelle Herausforderungen im HR und im Führungsalltag wurden bereits gewonnen (bspw. WPM "Herausforderungen des HRM in der Praxis" / "Managing People Globally" und "Leadership")
- Evtl. wurden auch entsprechende eigene berufliche Erfahrungen (aktiv, passiv) gemacht.

Kompetenz

Fachkompetenzen: Die Studierenden

- verfügen über Grundkenntnisse zum Thema sozialer, wirtschaftlicher und ökologischer Nachhaltigkeit.
- kennen die Rolle der Organisationen/Unternehmen im Wandel hin zu mehr Nachhaltigkeit.
- reflektieren die Rolle vom HRM im Wandel hin zu mehr Nachhaltigkeit («Green, Sustainable, Inclusive HRM»).
- lernen Organisationsentwicklungsmodelle anwenden auf das Feld der Nachhaltigkeit.
- kennen und entwickeln Tools & Lösungsansätze.

Methodenkompetenzen: Die Studierenden

- können in den HRM Prozessen Nachhaltigkeitsfragestellungen und Lösungsansätze erkennen, entwickeln und anwenden.
- erarbeiten Wissen, Kompetenzen & Methoden in einem zukunftsorientierten Themenfeld.
- erstellen einen Podcast oder Videoclip zur Wichtigkeit von Nachhaltigkeit in Organisationen.

Sozialkompetenzen: Die Studierenden

- verstehen Nachhaltigkeit als Gewinn und Notwendigkeit und können entsprechende Argumente vorbringen.
- reflektieren eigene Resultate und die ihrer Mitstudierenden kritisch.

Selbstkompetenzen: Die Studierenden

- sind fähig zur Selbstreflexion, insbesondere in Bezug auf Nachhaltigkeit.
- können Verantwortung für den eigenen und den gemeinsamen Lernprozess übernehmen.

SHR4 - Sustainable HRM - BWBh209

Inhalt

Die Wichtigkeit von Nachhaltigkeit und insbesondere einer nachhaltigen Wirtschaft hat in den letzten Jahren zugenommen. Dem HRM kommt dabei eine Verantwortung beim Wandel hin zu mehr Nachhaltigkeit zu: sowohl innerhalb der Organisationen (zwischen Führungskräften und Mitarbeitenden), wie auch ausserhalb der Organisationen und ihrer Wechselwirkung auf die Gesellschaft. Die 17 "Sustainable Development Goals" der UNO-Agenda 2030 spielen hier eine bedeutende Rolle, da immer mehr Unternehmen diesen Rahmen nutzen, um ihre Nachhaltigkeitsziele zu definieren und die Nachhaltigkeit ihrer Aktivitäten nachzuweisen.

In diesem Modul nutzen wir Konzepte der Organisationsanalyse und -entwicklung, um zu verstehen, wo Organisationen im Wandel hin zu mehr Nachhaltigkeit stehen. Zentrale Fragen, denen wir dabei nachgehen, sind: Wie nähern sich Organisationen den Nachhaltigkeitszielen und welche Rolle spielt dabei das HRM? Was ist nachhaltiges Personalmanagement, respektive «Green, Sustainable & Inclusive HRM»? Wie können Unternehmen gerade auch die soziale Dimension der Nachhaltigkeit stärken? Und: Wie geschieht organisatorischer Wandel hin zu mehr Nachhaltigkeit, resp. wie lässt sich dieser gezielt steuern?

Im Verlauf des Moduls werden wir die verschiedenen Dimensionen der Nachhaltigkeit vertiefen, die wirtschaftliche, soziale und ökologische Aspekte berücksichtigen. Die gegenseitige Abhängigkeit dieser Aspekte wird dabei zentral sein.

Themen wie nachhaltige Arbeitsbedingungen und Lieferketten, Gesundheitsmanagement, Work-Life-Balance, green & sustainable HRM sowie Kreislaufwirtschaft stehen im Fokus. Ziel des Moduls ist es, HR als aktiven Gestalter nachhaltiger Unternehmensführung zu positionieren

Lehr- und Lernmethode

Lehrgespräche, Filmsequenzen, Fachinputs, Praxisbeispiele, praktische Tipps, Rollenspiele, Tools & Übungen und Einzel- und Gruppenarbeiten. Die Studierenden setzen sich aktiv mit Chancen und Herausforderungen der Nachhaltigkeit auseinander und lernen welche Rolle HRM-Prozesse dabei spielen (kann).

Fachliteratur

Zu Beginn des Semesters wird auf Moodle zusätzliche Literatur zur Verfügung gestellt.

Pflichtlektüre:

Human Resource Management (HRM) als Treiber nachhaltiger Transformation: ein integrativer Blick auf sustainable, green & inclusive HRM

Soziale Nachhaltigkeit.## Die vernachlässigte Dimension? Fokus auf Diversity, Equity & Inclusion## und ##Gesundheit & Resilienz## in Organisationen

NACHHALTIGKEIT IM PERSONALMANAGEMENT:
<https://www.hrtoday.ch/sites/default/files/2022-10/Nachhaltigkeit.pdf>

Workload

6 ECTS

Kontaktstudium

KW 8 - 23 Donnerstag jeweils 4 Lektionen (einzelne Teile davon werden als asynchrone Lerneinheiten konzipiert)

Präsenzpflicht

Die Präsenzpflicht gilt für die erste Veranstaltung, für die verschiedenen Kompetenznachweise sowie für jene Veranstaltungen, die für die Erbringung der KN unabdingbar sind.

Allgemein wird eine kontinuierliche Präsenz geschätzt und erwartet.

Daten an denen Präsenzpflicht gilt:

19.2. (Semesterwoche 1); 5.3. (Semesterwoche 3); 19.3 (Semesterwoche 5); 23.4 (Semesterwoche 8); 30.4 (Semesterwoche 9); 21.5. (Semesterwoche 11); 28.5 (Semesterwoche 12); 4.6. (Semesterwoche 13)

SHR4 - Sustainable HRM - BWBh209

Kompetenznachweis

Der Kompetenznachweis besteht aus mehreren Teilen:

KN1: Rollenspiel Toolbox (erfüllt/nicht erfüllt)

KN2: Konzept für podcast (erfüllt/nicht erfüllt)

KN3: Multiple Choice Wissensprüfung (individuell, 60 %, 21.05.)

KN4: Erstellung und Präsentation während des Semesters eines Podcast oder Videoclip zum Thema Nachhaltigkeit in Organisationen (Aufnahmen der verschiedenen Perspektiven, Chancen und Herausforderungen) (Gruppenarbeit, 40 %)

KN1 und KN2 müssen erfüllt sein um zu KN3 und KN4 zugelassen zu werden.

KN3 (Wissensprüfung) und KN4 (podcast oder video) müssen zusammen im Schnitt mindestens genügend sein um das Modul zu validieren.

Die Notengebung erfolgt konsensuell durch Expertise der Dozentinnen.

Hilfsmittel bei schriftlicher Prüfung

Bei den Wissensprüfungen (Moodle-Quizz) ist ein handgeschriebener "Spickzettel" erlaubt (Details werden während des Semester kommuniziert)

Wiederholungsmodalitäten

Wiederholung bei der nächsten Durchführung des Moduls möglich.

Weiterführende, vertiefende Module

SHR2 Strategisches HRM / SHR1 Inklusives HRM / SHR3 New Work & HRM

Studiengang, Semester

BSc Betriebsökonomie, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, 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	<p>Expertise: innovation management, market research, consumer behavior</p> <p>Methodological competencies: quantitative methods of empirical social research, digital skills, project management</p> <p>Social skills: teamwork, presentation techniques, motivational skills</p> <p>Self-competencies: personal initiative, decisiveness, self-discipline</p>
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	<p>Types of assessments (percentage of overall individual module grade)</p> <p><u>Group work with group assessment:</u></p> <ul style="list-style-type: none"> - 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%) <p>The competence assessment of the group work will take place in CWs 10, 12, 16, 18, and 22.</p> <p><u>Individual work with individual assessment:</u></p> <ul style="list-style-type: none"> - Individual lessons learned video (30%) <p>The learning video will be submitted individually on Moodle at the end of the semester.</p>
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	<p>Specialization Innovation & Entrepreneurship:</p> <ul style="list-style-type: none"> • Decision Making of Consumers and Manager • Refining Business Models
Degree programme, semester	<p>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</p>

SMM1 - Digital Marketing Strategy - BWBh361

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Trachsel Micha
Modulverantwortung	Dr. Trachsel Micha

Kurzbeschreibung des Moduls	<p>In diesem Modul lernen Sie die Grundlagen einer digitalen Marketingstrategie kennen.</p> <p>Anhand einer selbst gewählten Unternehmung werden Sie in einer Gruppe Ihr Wissen fallorientiert anwenden und auf der Basis einer Marketingsituationsanalyse eine digitale Marketingstrategie erstellen.</p> <p>Input-Lektionen, Gastvorträge und Coachings helfen Ihnen, das Modulziel «Aufbau und Anwendung einer digitalen Marketingstrategie» zu erreichen. Sie werden in der Lage sein, später in Ihrem Berufsalltag ein digitales Marketingkonzept zu erarbeiten und umzusetzen. Sie lernen, je nach Branche, Grösse und «digitaler Reife» eines Unternehmens, Ziele zu definieren und aus einem Baukasten verschiedener (digitaler) Marketinginstrumente diejenigen herausfiltern, die zur Zielerreichung am besten geeignet sind.</p> <p>Das Modul verbindet theoretisches Know-how mit der praktischen Anwendung im digitalen Umfeld eines Unternehmens.</p>
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Eingangskompetenz	<ul style="list-style-type: none"> Erfolgreicher Abschluss des Moduls BMAR, IMAR oder eines vergleichbaren Marketingmoduls.
Kompetenz	<ul style="list-style-type: none"> Zentrale Begriffe und Modelle anwenden und komplexe marketingstrategische Fragestellungen systematisch analysieren und fundiert beantworten. Geeignete Online- und Offline-Instrumente fallspezifisch und zielgruppengerecht auswählen und einsetzen. Fallbezogene Arbeitspakete strukturieren und bearbeiten sowie Ergebnisse adressatengerecht in Konzeptpapier & Pitch aufbereiten. Konsistente digitale Marketingstrategien für reale Unternehmen entwickeln, entlang klarer Kriterien bewerten und die getroffenen Entscheidungen vor Publikum verteidigen.

SMM1 - Digital Marketing Strategy - BWBh361

Inhalt

- Grundlagen Marketingstrategie
- Einführung Digitales Marketing
- Kundenzentriertes Marketing
- CEM & Omni-Channel-Marketing
- Design Thinking & Persona
- Content Marketing & Story Telling
- Instrumente des Online-Marketings
- Corporate Website
- Online-Werbung (SEA, Affiliate-Marketing)
- SEO (On-Site, Off-Site)
- E-Mail-Marketing
- Mobile Marketing
- Social-Media-Marketing (Social Media Plattformen, Influencer Marketing)
- Einsatz von Marketingtechnologien
- Datengesteuertes Marketing
- Predictive Marketing
- Kontextmarketing
- Digitale Entwicklungen
- Digitale Plattformen
- KI im Marketing
- Immersive Marketing & Metamarketing
- Digitaler Reifegrad einer Unternehmung

Lehr- und Lernmethode

- Lehrgespräche mit Übungen
- Gastvorträge
- Selbständiges Arbeiten in der Gruppe
- Coachings
- Pitching
- Peer-Evaluationen

Fachliteratur

Pflichtliteratur:

- Kreuzer, R. T. (2021). Online-Marketing (3.). Wiesbaden: Springer Gabler.
- Empfohlene Literatur:

- Kotler, Ph. et al. (2024). Marketing 6.0. Die Zukunft ist immersive. Frankfurt/New York: Campus.
- Kotler, Ph. et al. (2021). Marketing 5.0. Technologie für die Menschheit. Frankfurt/New York: Campus.
- Kotler, Ph. et al. (2017). Marketing 4.0. Der Leitfaden für das Marketing der Zukunft. Frankfurt/New York: Campus.
- Kühn, R. et al. (2020). Marketing. Analyse und Strategie (16. Aufl.). Thun/Gwatt: Werd und Weber Verlag.

Workload

180 Stunden

Kontaktstudium

56 Lektionen

Präsenzpflicht

- 23.04.2026: Gastreferenten-Tag
- 21.05.2026: Pitching Day 1
- 28.05.2026: Pitching Day 2
- 04.06.2026: Pitching Day 3

SMM1 - Digital Marketing Strategy - BWBh361

Kompetenznachweis

Gruppenarbeit (Kollektivbewertung) während der Semesterwochen:

- Erstellung und Vortragen einer Präsentation (Pitch), 50 % der Gesamtnote, KW21, KW22, KW23
- Erstellung eines Konzeptpapiers, 50 % der Gesamtnote, KW21

Die individuelle Endnote kann auf Basis einer auffälligen Peer Evaluation angepasst werden.

Hilfsmittel bei schriftlicher Prüfung

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Wiederholungsmodalitäten

Wiederholung bei der nächsten Moduldurchführung möglich.

Bemerkung

WICHTIG: Anzahl Studierende wird im FS26 auf 60 Personen beschränkt.

Studiengang, Semester

BSc Betriebsökonomie, 2025-2026, 4 FS, TZ, Bern
BSc Betriebsökonomie, 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
BSc Betriebsökonomie, 2025-2026, 6 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 4 FS, VZ, Bern
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 Betriebsökonomie, 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	<p>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.</p> <p>Goals: Students</p> <ul style="list-style-type: none"> • 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	<p>Professional competence: Students...</p> <ul style="list-style-type: none"> • 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 <p>Methodological competence: Students...</p> <ul style="list-style-type: none"> • 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 <p>Social competence: Students...</p> <ul style="list-style-type: none"> • 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

SP03 - Ressourcenmanagement im Sport und Sportsystem - BWBh383

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Anderegg Urs
Modulverantwortung	Anderegg Urs
Kurzbeschreibung des Moduls	<p>Das Modul besteht aus den gleichberechtigten Themen «Ressourcenmanagement im Sport» und «Sportsystem Schweiz».</p> <p>Ressourcenmanagement im Sport</p> <p>Das sportliche Umfeld besteht aus unzähligen Ressourcen. Ein Sportmanager benötigt solide Kenntnisse, wie die relevanten Ressourcen zu beschaffen sind und wie diese effizient verwaltet werden. Erarbeitet wird anwendungsorientiertes Wissen im Bereich des Ressourcenmanagements an Beispielen von Sportevents, Leistungszentren und Sportinfrastrukturen in der Schweiz. Der Fokus liegt auf den vier Kernressourcen: Menschliche Ressourcen (Mitarbeiter, Ehrenamt etc.), finanzielle Ressourcen (Budgets, Kontrolle, Reporting, Audits etc.), Infrastruktur (Baukonzepte, Betriebskonzepte etc.) sowie Netzwerke und Kooperationen. Eine Sportinfrastruktur im Raum Bern wird besucht um den Praxistransfer sicherzustellen.</p> <p>Hauptdozierender: Davide Codoni, Larssyn Staley, Anja Schuler, Andreas Ch. Weber</p> <p>Sportsystem</p> <p>Um die relevanten Stakeholder in der Schweiz identifizieren zu können, braucht es Kenntnisse über das Schweizer Sportsystem und seine Akteure. Als Grundlage werden die Akteure dem Dritten Sektor, dem Markt Sektor und dem Öffentlichen Sektor zugeteilt sowie bezüglich ihrer Gründung, Organisation, Aufgabenbereiche und Finanzierung dargestellt. Daraus lassen sich die zentralen Instrumente und Programme dieser Akteure mit ihren entsprechenden Zielen ableiten, um Netzwerke und Kooperationen für die Umsetzung eines Sportevents oder eines Leistungszentrums mit entsprechender Sportinfrastruktur zu identifizieren.</p> <p>Hauptdozierender: Davide Codoni, Larssyn Staley, Anja Schuler, Andreas Ch. Weber</p>
Eingangskompetenz	Grundlagen BWL und Marketing aus dem Grundstudium BBA/IBA, Empfehlenswert ist der Besuch von SPO2 , da auf gewissen Inhalten aus dem Modul SPO2 aufgebaut wird.

SP03 - Ressourcenmanagement im Sport und Sportsystem - BWBh383

Kompetenz

Fach- und Handlungskompetenzen

Die Studierenden sind in der Lage

- die Vielfältigkeit der Ressourcen im Sport zu erläutern.
- die Grundlagen des Ressourcenmanagements im Sport im Allgemeinen und für einen Sportevent sowie für das Funktionieren von Sportinfrastrukturen und Leistungszentren anzuwenden.
- eine Ressourcenbedarfsanalyse (z.B. Personal) zu erstellen.
- die Typologisierung der Akteure im Dritten Sektor, im Markt Sektor und im Öffentlichen Sektor darzustellen.
- die Funktionsweise der zentralen Instrumente und Programme der Schweizer Sportförderung auf nationaler Ebene darzustellen.
- eine Verbindung zwischen den Instrumenten und Programmen der Akteure und ihren entsprechenden Aufgaben und Ziele herzustellen.

Problemsolving/Umgang mit Komplexität

Die Studierenden

- können ausgewählte Tools anwenden.
- entwickeln ein holistisches- und event-orientiertes Denken.
- lernen am Modell und wenden diese in der Realität an.

Kollaboration

Die Studierenden

- können als Team/Gruppe Lösungen für konkrete Praxissituationen ausarbeiten.
- verbessern ihr professionelles und zielgruppengerechtes Auftreten und ihre Kommunikation.
- wenden Kooperatives Lernen an

Selbstmanagement

Die Studierenden

- erkennen die Bedürfnisse und Erwartungen der wichtigsten Stakeholder aus dem Sportumfeld.
- bieten dar, tragen vor, präsentieren
- erarbeiten Im Dialog, wenden an, analysieren, vernetzen, beurteilen

Inhalt

- Human Ressource Management
- Infrastruktur
- Sportorganisationen in den drei Sektoren: Zuweisungen der Organisationen im Modell
- Akteure im Dritten Sektor
Aufgaben, Organisation und Finanzen sowie Verflechtung der Akteure innerhalb des Sektors
- Akteure im Markt Sektor
Aufgaben, Organisation und Finanzen sowie Zusammenhang der Akteure
Berufssituation und Einkommen von Athleten und Trainer
- Akteure im Staatlichen Sektor
Aufgaben, Organisation und Finanzen sowie Verflechtung der Akteure im staatlichen Sektor
- Nationale Grundlagenkonzepte von Swiss Olympic und des BASPO
- Überblick über die nationalen Förderinstrumente
- Netzwerke und Kooperation als Schwerpunkt der Blockwoche

Lehr- und Lernmethode

Vorlesung, Referate, Gruppenarbeiten, Case Studies, Diskussionen, Übungen, Selbststudium.

SP03 - Ressourcenmanagement im Sport und Sportsystem - BWBh383

Fachliteratur

Für den Kompetenznachweis unerlässliche Literatur:

- Unterlagen der Dozierenden
- Empfohlene Literatur:

- Lichtsteiner, H., Gmür, M., Giroud, C. & Schauer, R. (2020). Das Freiburger Management-Modell für Nonprofit-Organisationen. (Kap. 3). Bern, Stuttgart und Wien, Paul Haupt Verlag, 9. Auflage.
- Kempf, H. & Lichtsteiner, H. (2015). Das System Sport in der Schweiz und international. Magglingen: Bundesamt für Sport BASPO.

Zusätzliche, weiterführende Literatur:

- Literaturhinweise werden zu Modulbeginn abgegeben.

Workload

180 Stunden

Kontaktstudium

56 (inkl. Blockwoche und Blocktag).
Das Modul beinhaltet 6 Vorlesungen (4 Lektionen) während des Semesters, ein Blocktag und eine Blockwoche am Ende des Semesters (KW 24).

Präsenzpflicht

- Blocktag voraussichtlich Freitag 27. März 2026, Besichtigung Sportanlageinfrastruktur
- Blockwoche: 4 Tage: Mo, 8. Juni 2026 bis Do, 11. Juni 2026 (1 Tag in Magglingen und drei Tage in Andermatt).

Kompetenznachweis

- Schriftliche Einzel-Prüfung, 60 Minuten (50 %, Papierform, KW 21, Fr. 22. Mai)
- Gruppenpräsentation (50 %, Gruppennote mit individueller Bewertung am Ende der Blockwoche KW 24).

Hilfsmittel bei schriftlicher Prüfung

- keine

Wiederholungsmodalitäten

Wenn die Endnote ungenügend ist, ist die Wiederholung der schriftlichen Einzelprüfung beim nächstmöglichen Prüfungstermin des Moduls möglich. Die Wiederholung der Gruppenpräsentation ist bei der nächsten Durchführung des Moduls möglich.

Weiterführende, vertiefende Module

- Master Spitzensport an der EHSM
- CAS EHSM Strategie, Leadership und Governance in Sportorganisationen (SLGOV)
- CAS ESHM Strategische und nachhaltige Sportsystementwicklung (SNS)
- Executive Master of Business Administration (EMBA) in «Excellence in Sportmanagement»
- CAS EHSM Sportanlagen

Bemerkung

- Blocktag «Mobilier Arena Gümligen». Detaillierte Angaben zum Programm (Kosten, Programm, etc.) folgen zu Semesterbeginn. Transport geht zulasten der Studierenden.
- Blockwoche: 1 Tag wird an der EHSM (Magglingen, ohne Übernachtung) stattfinden. 3 Tage in Andermatt (Vollpension inkl. Sportangebot). Detaillierte Angaben zum Programm (Kosten, Programm, etc.) folgen zu Semesterbeginn. Der Anteil der Kosten zu Lasten der Studierenden - Unterkunft, Mahlzeiten und Sportaktivitäten exkl. individuelle Reisekosten nach Magglingen und Andermatt - beläuft sich auf ca. 100 Franken.
- Maximale Studierendenzahl: 40

SP03 - Ressourcenmanagement im Sport und Sportsystem - BWBh383

Studiengang, Semester

BSc Betriebsökonomie, 2025-2026, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 6 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 8 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, VZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 8 FS, TZ, Bern

SP04 - Junior Agency Award - BWBh384

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Ammann Clemens, von Däniken Tina
Modulverantwortung	von Däniken Tina
Kurzbeschreibung des Moduls	Ein Modul für Werbeprofis: Sie kreieren erarbeiten während dieses Semesters für einen realen Kunden eine Kampagne im Bereich Marketing / Kundenintegration (z.B. <i>Einführung eines neuen Produkts oder eine Marketingkampagne für das Unternehmen</i>) und lernen so am praktischen Beispiel, wie sie mit den Kundenanforderungen, der Kreativität und dem Budget arbeiten müssen. Sie werden dabei von LSA-Agenturen (Coaches) und den BFH Dozent:innen betreut. Am Schluss des Semesters findet die Preisverleihung statt, an der die Studierenden ihre Kampagnen präsentieren. Eine Experten-Jury bewertet die Kampagnen und verleiht den LSA Junior Agency Award (LSA = LEADING SWISS AGENCIES).
Eingangskompetenz	Marketing Grundmodul BMAR Problemlösungskompetenzen Kreativitätstechniken
Kompetenz	<p>Fachkompetenz</p> <ul style="list-style-type: none"> - Theorie- und Praxisrelevante Fachinhalte kennen, evaluieren, verstehen, anwenden, analysieren <p>Methodenkompetenz</p> <ul style="list-style-type: none"> - Problemlösung und kritisches Denken - Wissenschaftliche Methoden - Arbeitsmethoden, -techniken, und -verfahren - Nutzung von Informationen - Kreativität und Innovation <p>Sozialkompetenz</p> <ul style="list-style-type: none"> - Schriftliche und mündliche Kommunikation - Teamarbeit <p>Selbstkompetenz</p> <ul style="list-style-type: none"> - Selbstmanagement und Selbstreflexion - Ethische und soziale Verantwortung

SP04 - Junior Agency Award - BWBh384

Inhalt

In der ersten Phase erhalten alle teilnehmenden Studierenden an einem gemeinsamen virtuellen Meeting das Kundenbriefing sowie eine Einführung in die Kampagnenarbeit. Es werden Teams à 4-6 Studierende gebildet und LSA-Agenturen werden den Teams als Coaches zugeteilt. In der zweiten Phase beginnen die Studierenden mit Unterstützung ihrer Coaching-Agentur mit der Erarbeitung der Kampagne. Jedes Team vereinbart als erstes einen Kick-off-Termin mit seiner Agentur. Dann beginnt die Arbeit an der Kampagne. Weitere Meetings (Schulterblicke) werden mit der Agentur vereinbart (insgesamt 3-4 Meetings). Diese Meetings finden vorzugsweise in der Agentur statt, wenn dies nicht möglich ist, dann virtuell. Die Modulverantwortlichen seitens BFH übernehmen die interne Koordination und garantieren die fachliche Qualität des Studiengangs. In der dritten Phase geht es an die finale Ausarbeitung der Kampagne. Hier wird auch die Präsentation für den Wettbewerb fertiggestellt. Während des Schlussspurts ist eine enge Betreuung seitens Agenturen und Modulverantwortlichen garantiert. Am Ende des Semesters findet die Prämierung und Award Verleihung statt. Zuerst wird je ein Gewinner-Team pro teilnehmende Hochschule ermittelt, das dann gegen die Gewinner-Teams der anderen Hochschulen antritt. Eine Jury bewertet die präsentierten Kampagnen und wählt das finale Gewinner-Team des LSA Junior Agency Award 2026. Diese Award-Verleihung findet (sofern möglich) anlässlich eines Events mit anschliessender Party statt, zu welchem alle Teilnehmer*innen des LSA Junior Agency Award 2026 eingeladen sind.

Lehr- und Lernmethode

Die Rolle der Agenturen (Coaches)

LSA-Agenturen begleiten und coachen die Studierenden während des Semesters. Sie stellen den Teams ihr Know-how und ihre Ressourcen zur Verfügung. Sie prüfen kritisch die Arbeiten, geben Feedback und helfen auch bei der Erarbeitung der Präsentationen. Die Agenturen gewähren den Studierenden Einblick in den Agenturalltag und in die Vielfältigkeit der Agenturarbeit.

Die Rolle des LSA

LEADING SWISS AGENCIES garantiert die Verfügbarkeit von qualifizierten Coaching-Agenturen, koordiniert die gemeinsamen Termine und organisiert die Durchführung der Award-Verleihung. Der Verband stellt auch das Kundenbriefing. Zudem kommuniziert der LSA das Projekt auf den Kommunikationskanälen des Verbands und in den Fachmedien.

wichtige Termine

- 1 Gemeinsames Briefing (virtuell)
- Kick-off an der BFH mit Modulverantwortlichen
- Kick-off bei der Agentur
- Schulterblick-Meetings bei der Agentur / Coachings mit Modulverantwortlichen
- Generalprobe Präsentation an der BFH
- Jury-Vorauscheidung an der BFH mit der LSA Jury
- Award-Verleihung in Zürich

Fachliteratur

keine, das Modul ist praxisorientiert

Workload

180 Stunden

SP04 - Junior Agency Award - BWBh384

Kontaktstudium

Inputvorlesungen

Coachings mit der Agentur

Coachings mit den Dozierenden

Pitch

Präsenzpflicht

Folgende Termin

- Gemeinsames Briefing mit LSA (tbd, evtl. bereits vor der ersten Vorlesung - früh genug Moodle konsultieren)
- Kick-off BFH (18. Februar 2026/KW08)
- Kick-off bei der Agentur (KW 09/KW10)
- Generalprobe der Präsentation (KW 21)
- Pitch vor der LSA Jury (KW 22)
- Award-Verleihung in Zürich am Ende des Semesters (voraussichtlich KW24)

Alle Termine sind abhängig vom LSA und daher können diese noch ändern. Die definitiven Daten werden ab Mitte Januar auf Moodle ersichtlich sein. Bitte frühzeitig im Moodle-Kurs einschreiben.

Kompetenznachweis

Gruppenarbeit:

- Präsentationsunterlage für den Pitch: 50 % (voraussichtlich KW 22 Jury Pitch LSA; def. Datum wird zu Beginn des Semester bekannt gegeben)
- Schriftliches Worddokument, welches Ihre Analyse und die Ideen zusammenfasst: 50 % (Abgabe nach der Pitchvorauscheidung am Ende des Semesters)

(Gruppenbewertung)

Wiederholungsmodalitäten

Wiederholung bei der nächsten Moduldurchführung (i.e. im darauffolgenden FS) möglich.

Weiterführende, vertiefende Module

- Digitale Marketingstrategie
- Consumer Behaviour
- International Marketing
- Brand Management

Bemerkung

Dieses Modul ist anwendungsorientiert. Es bietet Ihnen die Möglichkeit, in einer Werbeagentur mitzuarbeiten - Sie sind Kundenberater, Copy Writer, Creative Director. Sie werden von den Profis profitieren und spannende Kontakte knüpfen!

SP04 - Junior Agency Award - BWBh384

Studiengang, Semester

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

SRE1 - Real Estate Investment - BWBh401

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Fankhauser Daniel, Rascón Alberto, Szélpal Boris
Modulverantwortung	Rascón Alberto
Kurzbeschreibung des Moduls	<p>Im Modul Real Estate Investment wird die Perspektive des Investors eingenommen. Der Schwerpunkt liegt auf der nachhaltigen Verwaltung von direkten oder indirekten Immobilienportfolios. Die institutionellen Anleger sind verpflichtet, die Richtlinien, Ziele und Strategien der Organisation einzuhalten. Nachhaltige Immobilien sind sowohl eine Kapitalanlage als auch ein Motor der Wertschöpfung.</p>
Eingangskompetenz	<p>Die Studierenden haben das Grundstudium abgeschlossen.</p> <p>Die Studierenden haben das Finanzverwaltungsmodul und das Buchhaltungsmodul abgeschlossen bzw. sich dafür eingeschrieben.</p>

SRE1 - Real Estate Investment - BWBh401

Kompetenz

Fachliche Fähigkeiten:

Die Studierenden wissen, wie man Strategie- und Portfoliomodelle und die konkrete Umsetzung in einer Immobilienorganisation validiert.

Die Studierenden kennen die wesentlichen Merkmale von Portfoliomanagement und Investitionen für Immobilien.

Die Studierenden kennen die Merkmale ertragsorientierter Immobilieninvestoren und können diese von CREM-Verfahren und anderen ertragsorientierten Anlageformen abgrenzen.

Sie kennen die wichtigsten institutionellen Immobilieninvestoren in der Schweiz mit Strategie, Positionierung, Organisation und vertikaler Integration.

Methodische Fähigkeiten:

Die Studierenden sind in der Lage, die verschiedenen Konzepte der Investitionsrechnung im Kontext von Business Cases anzuwenden und zu bewerten.

Sie sind in der Lage, die geeigneten Methoden auszuwählen, die Berechnungen durchzuführen und die Ergebnisse und Lösungen in angemessener Weise zu präsentieren.

Sie sind in der Lage, zu den richtigen Schlussfolgerungen zu kommen und sollten daher in der Lage sein, die richtige Investitionsentscheidung zu treffen.

Soziale Fähigkeiten:

Die Studierenden sind in der Lage, Probleme in Arbeitsgruppen zu analysieren und zu diskutieren und dabei verschiedene Argumente zu berücksichtigen, zu bewerten, zu begründen und zu widerlegen.

Sie sind in der Lage, argumentative Diskussionen konstruktiv zu führen und sie klar von subjektiven Einstellungen zu trennen.

Selbstkompetenz:

Die Studierenden können sich selbst im Rahmen verschiedener Themen kritisch reflektieren und gegebenenfalls individuelle Konsequenzen ableiten.

Sie können mit Autonomie und Selbstorganisation umgehen und ihr persönliches Urteilsvermögen kritisch hinterfragen und schärfen.

Sie analysieren ihre Fähigkeit zur Stressbewältigung und kennen ihre Stärken und Schwächen.

Digitale Fähigkeiten:

Die Studierenden können den Zugang und die Nutzung digitaler Werkzeuge sicherstellen und diese effizient einsetzen.

Die Fähigkeiten zum Online-Lernen und zur digitalen Kommunikation mit Dozierenden werden gestärkt.

Inhalt

1. Einführung, Fachbegriffe, Performance-Modell und Immobilienökonomie
2. Schweizer Immobilienmarkt
3. Portfolio: Core
4. REIM: Real Estate Investment Management, Organisationsformen, Aufgaben
5. Transaktionsmanagement und Beispiel (Fall Due Diligence))
6. PREM + CREM + FM
7. Nachhaltige Immobilien und Denken in Lebenszyklen
8. Steuern
9. Finanzen

SRE1 - Real Estate Investment - BWBh401

Lehr- und Lernmethode	Das Modul wird auf Deutsch (70 %) und Englisch (30 %) unterrichtet. Vorlesungen, Übungen, Präsentationen, Fallstudien
Fachliteratur	Verschiedene Papiere und Dokumente werden im Unterricht zur Verfügung gestellt. Empfohlene Literatur: Hartzell, D., & Baum, A. E. (2021). Real Estate Investment and Finance: Strategies, Structures, Decisions. Wiley. Fahrländer, S. & Kloess, S. (2024). Grundlagen der Immobilienökonomie / Angewandte Immobilienökonomie, Schweizer Immobilienschätzer-Verband SIV.
Workload	180 Stunden
Kontaktstudium	12 x 4 Lektionen (45 Minuten), Donnerstag Morgen nach sep. Programm. Wann immer es einen Gastredner gibt: Der genaue Zeitplan wird in der 1. Unterrichtsstunde mitgeteilt.
Präsenzpflicht	Keine Präsenzpflicht.
Kompetenznachweis	Die Endnote ergibt sich aus dem Durchschnitt von 2 Teilprüfungen, die während dem Unterricht abgelegt werden. elektronische Prüfungen [Moodle] / Einzelbewertung 1. Test 40 % der Endnote (1-stündiger Test) - Real Estate: Steuern, Donnerstag, 19. März 2026 2. Test 60 % der Endnote (1,5-stündiger Test) - Real Estate: Investment, Donnerstag, 4. Juni 2026
Hilfsmittel bei schriftlicher Prüfung	Open Book Test
Wiederholungsmodalitäten	Wiederholung des nicht bestandenen Teilkompetenznachweises bei der nächsten Durchführung.
Weiterführende, vertiefende Module	N/A
Bemerkung	Immobilienmanagement ist das ganzheitliche, nachhaltige und lebenszyklusorientierte Management von Immobilien, insbesondere das Bewerten, Entwickeln und Investieren von Immobilien zum Zwecke eines langfristigen optimalen Einsatzes der Ressource Immobilie über den ganzen Lebenszyklus. Konzept der Vertiefung im Real Estate: Real Estate Investment (SRE1) Real Estate Development (SRE2) Real Estate Valuation (SRE3)

SRE1 - Real Estate Investment - BWBh401

Studiengang, Semester

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

SRE2 - Real Estate Development - BWBh402

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Schnell Dieter, Szélpal Boris
Modulverantwortung	Prof. Dr.-Ing. Boris Szélpal, Professor für Architektur und Urbane Transformation
Kurzbeschreibung des Moduls	<p>Im Modul Immobilienentwicklung wird die Sicht des Entwicklers und der Eigentümerin von Immobilien oder Arealen eingenommen. Die Bedürfnisse der Menschen bei der Entwicklung von Immobilien werden in Zielgruppen- und Nutzungskonzepte transformiert. Städtebauliche und architektonische Konzepte werden vermittelt. Prozesse und Planungsinstrumente dienen als wichtige Entscheidungsgrundlage für alle Stakeholder. Mit guter Projektkommunikation und einer ergebnisorientierten Zusammenarbeit können Entwicklungsprojekte gut strukturiert werden.</p> <p>«Immobilienentwicklung ist Zukunftsgestaltung! » (Senem Wicki)</p>
Eingangskompetenz	Die Studierenden haben das Grundstudium abgeschlossen.
Kompetenz	Die Studierenden kennen Akteure und die Organisation einer Projektentwicklung und können einen Entwicklungsprozess strukturieren. Die Studierenden kennen Prozess und Methoden in der Projektentwicklung. Sie können Ergebnisse von Objektanalysen beurteilen. Die Studierenden verstehen Kriterien über die Nachhaltigkeit bei einzelnen Beispielen und deren Methoden für eine erfolgreiche Projektentwicklung.
Inhalt	<ol style="list-style-type: none"> 1. Projektentwicklung: Fachbegriffe, Immobiliendevelopment, Leitimmobilie, Kompetenznachweise 2. Qualitative Stadtentwicklung 3. Kultureller Wert des Bauens 4. Mensch und Bedürfnisse 5. Treiber der Stadtentwicklung 6. Projektentwicklung: Nachhaltigkeit, Kommunikation, Strategien und Bauen im Bestand 7. Coaching in Gruppen vor Ort 8. Exkursion 9. Coaching in Gruppen per Video 10. Schlusspräsentation Studierende, Boris Szélpal und Gäste
Lehr- und Lernmethode	<ul style="list-style-type: none"> • Vorlesungen (input) • Gruppenreflexion als Einstieg in den neuen Tag (15 Min.) • Besichtigung Immobilie (Exkursion) • Workshops und Gruppenarbeiten • Übungen und Diskussionsrunden • Coachingtermin 1x pro Gruppe • Präsentation Abschlussarbeit in der Gruppe (output) • Mündliches Feedback zur Abschlussarbeit • Schriftliches Feedback zur Abschlussarbeit

SRE2 - Real Estate Development - BWBh402

Fachliteratur

Pflichtliteratur:

Gerd Niklas Köster: Projektentwicklung von Immobilien, Grundlagenwissen und Handlungsempfehlungen. Springer (2021). E-book: Wird auf Moodle zur Verfügung gestellt.

Begleitende Fachliteratur:

- Städte für Menschen, Jan Gehl, jovis Verlag GmbH, ISBN 978-386859-356-3
- Reduce, Reuse, Recycle: Muck Petzet, Florian Heilmeyer Hatje Cantz Verlag, ISBN 978-3-7757-3424-0
- Nachhaltig Bauen: Hollger Wallbaum, Susanne Kytzia, Samuel Kellenberger, vdf Hochschulverlag, ISBN 978-3-7281-3415-8
- Dissertation Boris Szélpal Kommunikationsstandard für öffentliche Bauvorhaben; Phasengerechte Bedarfsplanung und Bedarfsartikulation des öffentlichen Bauherrn (2017), Hafencity Universität
- Nutzungsorientierte Bedarfsplanung, Prozessqualität für nachhaltige Gebäude, Martin Modulak und Ulrich Schramm
- Pena, W; Parshal, S.A. (2012); Problem Seeking. New Jersey: John Wiley & Sons Inc.
- Jürgen Schäfer / Georg Conzen: «Praxishandbuch der Immobilien-Projektentwicklung, Akquisition, Konzeption, Realisierung, Vermarktung, C.H. Beck Baurecht», 4. Ausgabe, 2019
- Willi Alda, Joachin Hirschner: Projektentwicklung in der Immobilienwirtschaft, Grundlagen für die Praxis, Springer Fachmedien Wiesbaden GmbH, 6. Auflage 2016
- Torsten Held, Immobilien-Projektentwicklung, Wettbewerbsvorteile durch strategisches Prozessmanagement, Springer Berlin Heidelberg, Auflage 2010

Workload

6 ECTS x 30 Stunden = 180 Stunden

1. Teil: Vorlesungen bis 16.April/Test
2. Teil: Projektarbeit bis 4. Juni/Präsentation und Bericht

Kontaktstudium

Vorlesungen vor Ort in Bern:
Jeweils am Donnerstag Nachmittag von 12.35 bis 16.00 Uhr (4 Lektionen)

Präsenzpflicht

keine Präsenzpflicht

(Ausnahmen: Test am 16.04.2025 und Schlusspräsentation am 04.06.2025)

Kompetenznachweis

- **Test** als Einzelarbeit (90 Min. auf Moodle: Multiplechoice, open book, Gewichtung 40 %). Themen: Vorlesungen und Pflichtliteratur. 16. April 2026.
- **Entwicklungsprozess** strukturieren (Projektentwicklung als Gruppenarbeit, 2-5 Pers., Gruppenbewertung, Gewichtung 40 %). 4. Juni 2026.
- **Schlusspräsentation** vor Gästen und Dozierenden (Gruppenbewertung, Gewichtung 20 %). 4. Juni 2026.

Hilfsmittel bei schriftlicher Prüfung

Open book

Wiederholungsmodalitäten

Eine Wiederholung ist bei der nächsten Moduldurchführung möglich (FS 2027).

Weiterführende, vertiefende Module

- Vertiefung Real Estate Investment (REI) jeweils im Frühlingsemester
- Vertiefung Real Estate Valuation jeweils (REV) im Herbstsemester

SRE2 - Real Estate Development - BWBh402

Bemerkung

Immobilienmanagement ist das ganzheitliche, nachhaltige und lebenszyklusorientierte Management von Immobilien, insbesondere das Bewerten, Entwickeln und Investieren von Immobilien zum Zwecke eines langfristigen optimalen Einsatzes der Ressource Immobilie über den ganzen Lebenszyklus.

Konzept der Vertiefung im Real Estate:

- Real Estate Investment (REI)
- Real Estate Development (RED)
- Real Estate Valuation (REV)

Studiengang, Semester

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

SSB2 - Circular Business Models - BWBh322

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Frecè Jan Thomas, Meili Rahel, Stucki Tobias
Modulverantwortung	Stucki Tobias

Kurzbeschreibung des Moduls

Die Kreislaufwirtschaft wird sowohl in der Privatwirtschaft wie auch in der Politik zunehmend wichtiger. Die Kreislaufwirtschaft ist ein sehr umfassendes Konzept der Nachhaltigkeit. Neben einer effizienteren Nutzung von bestehenden Ressourcen geht es auch um die Verlängerung und Schliessung von Ressourcenflüssen. Interdisziplinäres, bereichs- und oft auch unternehmensübergreifendes Denken wird für eine erfolgreiche Umsetzung benötigt. Dies stellt Unternehmen oft vor grosse Herausforderungen bei der Umsetzung. Ziel dieses Moduls ist es die Umsetzung eines zirkulären Unternehmensmodells in Unternehmen und Organisationen zu üben. Dazu wird in einem ersten Schritt relevantes Wissen vermittelt, welches dann in einem zweiten Schritt konkret angewendet werden kann.

Eingangskompetenz

- Sie kennen die wichtigsten Grundbegriffe, Konzepte und Modelle des nachhaltigen Wirtschaftens.
- Sie erkennen (aktueller und zukünftiger) ökologische, soziale und wirtschaftliche Probleme und Herausforderungen und können ihre Bedeutung und ihre Wechselwirkung mit der heutigen Weltwirtschaft einschätzen.
- Sie haben ein Verständnis für die komplexen Wechselwirkungen zwischen Wirtschaft, Politik, Gesellschaft (z.B. Konsumenten) und natürlicher Umwelt.
- Sie kennen wirtschaftliche und unternehmerische Konzepte und Ansätze im Zusammenhang mit nachhaltiger Entwicklung und können diese an realen Beispielen beurteilen.
- Sie verstehen das Konzept des ökologischen und sozialen Fussabdrucks (Ökobilanz) von Produkten, Prozessen und Unternehmen und können diesen interpretieren.
- Sie haben ein Verständnis über die Nachhaltigkeit des individuellen Konsums.

Kompetenz

- Sie verstehen das Konzept der Circular Economy und können dieses von anderen Nachhaltigkeitskonzepten abgrenzen.
- Sie kennen zirkuläre (Geschäfts-)Modelle und können eine Implementierung im konkreten Umfeld konzipieren.
- Sie kennen die Idee der Lebenszyklusbewertung zur Bestimmung der Umweltbilanz von Produkten, Prozessen und Unternehmen.
- Sie kennen die Chancen und Risiken der Transformation von einem linearen zu einem zirkulären Unternehmensmodell.
- Sie kennen relevante Instrumente aus dem Bereich Sustainable Management, welche für die Umsetzung der Kreislaufwirtschaft in der Unternehmensstrategie benötigt werden.
- Sie können diese Tools auf beliebige Unternehmen und Organisationen adaptieren.
- Sie trainieren Future Skills: critical thinking, creativity, collaboration, communication

Inhalt

Einführung in das Konzept der Kreislaufwirtschaft:

- Grundlagen und Bedeutung der Kreislaufwirtschaft aus der Sicht der Wirtschaft und Gesellschaft.
- Zirkuläre (Geschäfts-)Modelle konzipieren und umsetzen
- Analyse von Best Practice Beispielen
- Einführung in die Lebenszyklusbewertung zur Bestimmung der Umweltbilanz von Produkten
- Die Rolle des Industriedesigns für die Umsetzung der Kreislaufwirtschaft in der Praxis
- Umsetzung anhand von spezifischen "Live Case"-Projekten: Entwicklung und Umsetzung eines zirkulären Geschäftsmodells an einem konkreten Unternehmen/Organisation

SSB2 - Circular Business Models - BWBh322

Lehr- und Lernmethode

Die Vorlesung ist auf dem Prinzip des Flipped Classroom aufgebaut. Flipped Classroom ist ein Blended-Learning-Unterrichtsmodell, bei dem sich die Studierenden selbständig mit Literatur vertraut machen oder ein Video ansehen müssen. Während des Unterrichts liegt der Schwerpunkt in erster Linie auf fallbasierter praktischer Arbeit (allein und in Gruppen), bei der das neue Wissen angewendet werden kann.

Um die verschiedenen Facetten der Kreislaufwirtschaft kompetent abdecken zu können wird es auch Gastvorträge und Inputs aus der Praxis geben.

Im zweiten Teil sollen die Studierenden anhand von spezifisch ausgewählten «Live Cases» die Chancen und Herausforderungen einer Umstellung von einem linearen zu einem zirkulären Unternehmensmodell erkennen.

Fachliteratur

Die Literatur wird spezifisch für den Unterricht zusammengestellt und auf Moodle verfügbar gemacht.

Workload

180 Stunden

Kontaktstudium

14 x 4 Lektionen

Präsenzpflicht

MC Prüfung KW13

Es wird in KW17 spezifisch für dieses Modul eine Unternehmensexkursion organisiert. Diese ist für alle Modulteilnehmer verpflichtend!

Generell:

Es wird bei diesem Modul wenig Frontalunterricht geben, denn es geht darum, das Wissen anzuwenden. Diese Anwendung kann zu Hause kaum individuell eingeübt werden.

Im Fokus dieses Moduls steht aber die Anwendung des Wissens auf konkrete Unternehmen. Im zweiten Teil des Moduls wird deshalb primär in Gruppen gearbeitet und die Präsenz vor Ort reduziert.

Umso wichtiger ist es aber, dass der Unterricht vor Ort besucht wird.

Kompetenznachweis

Der Kompetenznachweis besteht aus drei Teilen:

- elektronische MC Prüfung zu den Inhalten aus dem ersten Teil 20 Minuten in KW13 (25 % der Endnote; Einzelbewertung)
- Schriftliches Peer-Feedback, welches individuell verfasst wird: Abgabe 27.05.2025 (25 % der Endnote; Einzelbewertung)
- Schlussreport zu einem "Live Case", welcher dann auch an das Unternehmen ausgehändigt werden kann (50 % der Endnote; Gruppenbewertung), Abgabe: 12.06.2025

Für die Präsentation und den Schlussreport gibt es eine Gruppenbewertung, da die Studierenden in Gruppen spezifische Cases bearbeiten. Das Thema der Kreislaufwirtschaft ist sehr vielschichtig. Es ist deshalb wichtig, dass dieses Thema aus verschiedenen Perspektiven beleuchtet wird. Das Erarbeiten der Arbeit in der Gruppe ("collaboration skills") ist zentraler Bestandteil dieses Moduls.

Hilfsmittel bei schriftlicher Prüfung

physisches Wörterbuch Muttersprache - Sprache Kompetenznachweis

Wiederholungsmodalitäten

Eine Wiederholung ist bei der nächsten Moduldurchführung möglich.

SSB2 - Circular Business Models - BWBh322

Weiterführende, vertiefende Module

Dieses Modul ist Teil der Vertiefungsrichtung "Sustainable Business". Es kann auch unabhängig von den anderen Modulen besucht werden.

Studiengang, Semester

BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 4 FS, VZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 8 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 4 FS, TZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 6 FS, TZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 8 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern

SWD1 - Law for Business - BWBh421

ECTS	6
Unterrichtssprache	Deutsch
Modultyp	Wahlpflichtmodul
Modulniveau Zusatz	Hauptstudium
Dozierende	Burkhalter Lara, Stillhart Michael
Modulverantwortung	Prof. Dr. Rika Koch

Kurzbeschreibung des Moduls

Vor dem Hintergrund der fortschreitenden Digitalisierung und der zunehmenden Regulierung sind juristische Fragestellungen auch im Businesskontext präsenter und wichtiger als je zuvor. Nicht nur Jurist*innen sollten das Recht kennen, sondern alle, welche in einem Unternehmen tätig sind.

Das Modul Law for Business vermittelt Studierenden ausgewählten Grundlagen des Rechts im digitalen Zeitalter. Sie lernen welche rechtlichen Gesellschaftsformen bei der Gründung eines Unternehmens gewählt werden können. Es wird ihnen vermittelt, was in wichtigen Firmenverträge enthalten ist und wie man mit AGBs umgeht. Je nach Interessenslage können aktuelle juristische Themen diskutiert werden.

Daneben können weitere Schwerpunkt liegen auf «Soft-skills» wie Vertragssprache (deutsch und englisch), Aufbau eines juristischen Arguments, Verstehen von Gerichtsurteilen und dem Üben von Schreib- und Auftrettskompetenzen.

Eingangskompetenz

Der Besuch der Module Wirtschaftsrecht oder Informatikrecht ist nützlich, aber keine Voraussetzung.

Kompetenz

- Erkennen und Beurteilen von verschiedenen Gesellschaftsformen
- Verträge und AGB lesen und entwerfen
- Grundlagen der Rechtsetzung
- Juristisches Schreiben
- Kollaboratives Erarbeiten von Lösungsansätzen für offene, interdisziplinäre Fragestellungen
- Schriftliche und mündliche Kommunikationsfähigkeit: Schulung der Auftrettskompetenz und dem juristischen Schreiben
- Passive und aktive Kritikfähigkeit: Erteilen von konstruktiven Feedbacks an Mitstudierende

Lehr- und Lernmethode

Das Modul wird verschiedene Lernformen kombinieren. Die Anteile an Vorlesungen, Selbststudium und Coachings werden vor Semesterbeginn oder laufend bekannt gegeben.

SWD1 - Law for Business - BWBh421

Fachliteratur

Müller/Klaubenbösch, Recht, 5. Auflage 2025 (<https://www.hep-verlag.ch/recht>)

Weiterführende Literatur (freiwillig):

- Kähr, Michel, Repetitorium Gesellschaftsrecht, 5. Auflage 2024
- Herzog, Julian und Andreas Lienhard, Übungsbuch Obligationenrecht Besonderer Teil, 3. Auflage 2026
- Daniel Stalder, David Bisang, "Fachtexte stilsicher und gehirngerecht schreiben", UTB 2024

Empfohlene Podcasts:

- 100 Bundesgerichtsentscheide, Dr. Phil Baumann (<https://open.spotify.com/show/4txurK6TeSLNUHtWxjYBlx>)
- Datenschutzplaudereien, Podcast der Datenschutzpartner (Martin Steiger und Andreas von Gunten) <https://www.datenschutzpartner.ch/podcast/>

Weitere Literatur wird vor Semesterbeginn bekannt gegeben und wird je nach den von den Studierenden gewählten Fallbeispielen von «Start-ups» ergänzt.

Workload

6 ECTS, also 180 h.

Kontaktstudium

Das Modul ist mit 14 x 4 Wochenlektionen geplant. Davon erfolgt ca. 2/3 im Kontaktstudium (also durchschnittlich 2-3 Lektionen x Woche). Der Rest ist Selbststudium, das je nach Präferenz in Gruppen oder individuell absolviert werden kann. Genaueres wird in der ersten Stunde bekannt gegeben.

Präsenzpflicht

Der Unterrichtsbesuch ist für das erfolgreiche Absolvieren des Moduls unerlässlich.

Schriftliche Prüfung am 05.06.2025

Kompetenznachweis

Der Kompetenznachweis findet in der letzte Vorlesung (KW 23, 05.06.2026) in Form einer schriftlichen Prüfung statt.

Hilfsmittel bei schriftlicher Prüfung

- Relevante Gesetze mit Notizen

Wiederholungsmodalitäten

Die Wiederholung der Präsentation ist bei der nächsten Moduldurchführung möglich, die Wiederholung der mündlichen Prüfung beim nächstmöglichen Prüfungstermin des Moduls.

Weiterführende, vertiefende Module

Die Module 2 ("Öffentliches Wirtschaftsrecht") und 3 ("Digitalrecht") der Vertiefungsrichtung "Wirtschaft und Digitalrecht" sind die weiterführenden und vertiefenden Module zum Modul 1 ("Law for Business").

SWD1 - Law for Business - BWBh421

Studiengang, Semester

BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, TZ, Bern
BSc Wirtschaftsinformatik, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 4 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, TZ, Bern
BSc Wirtschaftsinformatik, 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
BSc Wirtschaftsinformatik, 2025-2026, 8 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, VZ, Bern
BSc International Business Administration, 2025-2026, 8 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 4 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 4 FS, TZ, Bern
BSc Betriebsökonomie, 2025-2026, 6 FS, TZ, Bern
BSc International Business Administration, 2025-2026, 6 FS, VZ, Bern
BSc Betriebsökonomie, 2025-2026, 8 FS, TZ, 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	<p>Subject: Students</p> <ul style="list-style-type: none"> - can use their own research to write academic papers in English at a C1 level of competence and above <p>Method: Students</p> <ul style="list-style-type: none"> - 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 <p>Social: Students</p> <ul style="list-style-type: none"> - can give and receive feedback in an appropriate manner - can participate in the discourse community of English-language study programmes <p>Self: Students</p> <ul style="list-style-type: none"> - can manage the temporal and intellectual demands of an academic writing project - can apply their 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

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	<p>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.</p>
Entry requirements	Openness and curiosity
Competencies upon completion	<p>Subject: Students At the end of the course students will be able to</p> <ul style="list-style-type: none"> - 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 <p>- know how to get support from digital tools.</p> <p>Method: Students - Develop personal learning methods (including the use of digital tools)</p> <p>Social: Students - Command active oral communication in everyday situations - Ask and answer open and closed questions - Actively initiate and engage in small-talk</p> <p>Self: Students - Learn grammar, pronunciation and conversation situations on their own - Implement and expand on what they have learned outside the classroom</p>

EG4B - German for Beginners - BWBh011

Content	<p>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</p>
Teaching and learning methods	<p>Input explanations, conversations in groups and pairs, role play, exercises also with online tools and AI.</p> <p>In classroom and online (virtual classroom)</p>
Literature	<p>Indispensable literature: - will be discussed in the first session</p> <p>Recommended literature: - Dictionary (online)</p>
Workload	60 hours
Contact lessons	<p>12 lessons</p> <p>(+ 5 online self-study lessons)</p>
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	<p>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.</p>
Degree programme, semester	<p>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</p>

EBBK - Berufsbildungskurs - BWBh037

ECTS	3
Unterrichtssprache	Deutsch
Modultyp	Wahlmodul (anrechenbar)
Modulniveau Zusatz	Hauptstudium
Dozierende	Habegger Anja
Modulverantwortung	Leitung: Beatrix und Barbara Flury, lehrWERK GmbH Biel, diverse FachreferentInnen Organisation/Administration: Schüpbach Alain Modulverantwortung: Anja Habegger
Kurzbeschreibung des Moduls	<p>Berufsbildnerinnen und Berufsbildner sind für die Ausbildung der Lernenden in Betrieben verantwortlich. Sie übernehmen die Koordinations- und Organisationsaufgaben sowie meist auch die praktische Ausbildung.</p> <p>In diesem Kurs erwerben die Studierenden das nötige Know-How, um Lernende erfolgreich durch die Lehre zu begleiten.</p>
Kompetenz	<p>Fachkompetenz:</p> <ul style="list-style-type: none"> • Kenntnis der relevanten Gesetze und Vorschriften im Bereich der Berufsbildung sowie der Rechte und Pflichten von Berufsbildnerinnen und Berufsbildnern. • Kenntnis der wichtigsten Anlaufstellen für Suchtthemen, Arbeitsrecht und klassische Lernschwierigkeiten • Kenntnisse über Lehr- und Lernmethoden, die in der beruflichen Bildung angewendet werden. • Kenntnis von Grundlagen im Bereich der Psychologie des Jugendalters <p>Methodenkompetenz:</p> <ul style="list-style-type: none"> • Fähigkeit, Ausbildungspläne zu erstellen und den Ausbildungsprozess zu strukturieren. • Anwendung von Methoden zur Bewertung und Reflexion des Lernfortschritts der Auszubildenden. • Anwendung einer Methodenvielfalt für die Vermittlung von Fachwissen <p>Selbstkompetenz</p> <ul style="list-style-type: none"> • Selbstreflexion: Fähigkeit, das eigene Handeln und die eigene Rolle als Ausbilderin oder Ausbilder kritisch zu hinterfragen und weiterzuentwickeln. Erkennen der eigenen Grenzen • Zeitmanagement: Effektive Organisation der eigenen Arbeitszeit und Priorisierung von Aufgaben. • Stressbewältigung: Strategien zur Bewältigung von Stress und zur Erhaltung der eigenen Gesundheit. <p>Sozialkompetenz</p> <ul style="list-style-type: none"> • Kommunikationsfähigkeit: Klarer und respektvoller Austausch mit Lernenden Kolleginnen und Kollegen sowie anderen Stakeholdern. • Konfliktmanagement: Fähigkeit, Konflikte frühzeitig zu erkennen und konstruktiv zu lösen. • Empathie und Wertschätzung: Einfühlungsvermögen und respektvoller Umgang mit den individuellen Bedürfnissen und Hintergründen der Lernenden.
Inhalt	<ul style="list-style-type: none"> • Den Umgang mit Lernenden als Interaktionsprozess gestalten • Ausbildungseinheiten gemäss Bildungs- und Rahmenlehrplänen planen, durchführen und evaluieren • Lernende auswählen, fördern, Lern- und Arbeitsergebnisse beurteilen • Das rechtliche, soziale und beraterische Umfeld der beruflichen Grundbildung erfassen und mit ihm interagieren
Lehr- und Lernmethode	Gruppenarbeiten / Fachinputs / Selbststudium

EBBK - Berufsbildungskurs - BWBh037

Fachliteratur

Pflichtliteratur:

Remo H. Largo/Monika Czernin (2011), Jugendjahre. Kinder durch die Pubertät begleiten Auflage 2017; ISBN 978-3-492-30192-3,

Wegweiser durch die Berufslehre:
<https://www.berufsbildung.ch/de/grundlagen/wegweiser-durch-die-berufslehre>

Handbuch beruflichen Grundbildung
<https://www.berufsbildung.ch/de/voraussetzungen/handbuch-betriebliche-grundbildung>

Workload

90 Stunden

Kontaktstudium

Durchführung a:
Vor Ort: 02.02.2026 / 07.03.2026 / 14.03.2026
Online: 03.02.2026 / 04.02.2026

Durchführung b:
Vor Ort: 05.02.2026 / 21.02.2026 / 28.02.2026
Online: 06.02.2026 / 07.02.2026

Präsenzpflicht

100 % Präsenzpflicht. Keine Kompensationsmöglichkeit für Abwesenheiten. Kein Wechsel zwischen den beiden Durchführungen möglich.

Kompetenznachweis

Schriftliche Arbeit inkl. Reflexionsbericht. Auftrag wird am Ende des Moduls bekanntgegeben. Abgabetermin jeweils 6 Wochen nach Auftragserteilung.

Verpasste Unterrichtseinheiten können bei der nächsten Moduldurchführung im folgenden Semester nachgeholt werden. Der Kompetenznachweis kann erst nach Abschluss des gesamten Kurses absolviert werden.

Wird der Kompetenznachweis mit nicht erfüllt bewertet, kann einmalig nachgebessert werden.

Wiederholungsmodalitäten

Wird der Kompetenznachweis auch nach einer Nachbesserung nicht erfüllt, erfolgt die Wiederholung im Rahmen der nächsten Moduldurchführung im folgenden Semester.

Bemerkung

Die Studierenden erwerben mit Bestehen des Moduls den offiziellen, schweizweit gültigen Ausweis für BerufsbildnerInnen des SBFJ.

EBBK - Berufsbildungskurs - BWBh037

Studiengang, Semester

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