Berner Fachhochschule
Haute école spécialisée bernoise
Bern University of Applied Sciences

BFMA - Financial Management - BWBh001

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Bächli Sandro, Foord Daniel, Krebs Michel, Kwuida Léonard, Rascón Alberto
Module responsibility	Bächli Sandro

Short description of the module

The module Financial Management (Finanzmanagement) provides an introduction to the theory, the methods, and the concerns of corporate finance. The focus of this course is how to make optimal corporate financial decisions.

Entry requirements

- Basic knowledge of accounting, math and english.
- Other required skills: Excel, analytical skills, dealing with complexity and self-management.

Competencies upon completion

Specialist skills:

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

Methodological skills:

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

Social skills:

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

Self-competence:

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

Digital skills:

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

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BFMA - Financial Management - BWBh001

Content

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

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

Teaching and learning methods

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

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

Literature

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

Workload

180 hours

Contact lessons

56 lessons

Attendance requirement

None

Competency assessment

- Partial proof of competence 1 (weight: 34 %): **Two graded homework assignments during the semester**, midterm (CW44) and towards the end (CW50). => Individual Assessment
- Partial proof of competence 2 (weight: 66 %): **60-minute written exam plus an additional 10 minutes** because of the "lernstick"; during the official exam period. => Individual Assessment
- The **two homework assignments** and the **exam** will be done digital **via Pearsons MyLab Finance** with your own laptop.

Aids for written examination

- Laptop (you have to bring your own laptop to the exam)
- Excel (on the "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
- Two A4-sheet double-sided or four A4-single pages (formula collection and notes) => must be **in printed form**
- ChatGPT is **not** allowed!

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

Mode of repetition

- The two graded homework assignments can be repeated during the next module implementation in the specified time slots.
- The 60-minute written exam can be repeated at the next examination.
- Sufficient "partial proofs of competence" are taken into account when repeating the module, provided that the type and composition of the partial proofs of competence have not changed.

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BFMA - Financial Management - BWBh001

Follow-up modules

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

Degree programme, semester

BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern

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BIBM - International Business Management - BWBh002

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Al-Azm Ivan, Foord Daniel, Serrano Omar Ramon, Stalder Pia
Module responsibility	Foord Daniel

Short description of the module

This is a fully integrated course focusing on International Business topics in selected regions applicable to Swiss SMEs going international as well as developing reflective and analytical skills.
In this course you will learn about key topics in international business. Including:

- the history of globalisation
- trade policy
- theories of trade
- emerging markets
- strategy
- franchising, licensing
- to develop an understanding of how to work with people from different cultural backgrounds
- to reflect on your intercultural competence development

Entry requirements

Students should have completed introductory courses focusing on:

- business or strategic management
- oral communication skills
- research methods

Competencies upon completion

Students will

- develop their communicative and team management skills throughout the course
- develop knowledge related to international business and intercultural management through lectures (remember)
- engage in discussions in class on set topics of the course (understand)
- identify key concepts related international business and intercultural management through multiple choice quizzes (understand)
- apply their knowledge in international business on set case studies (apply)
- apply their knowledge on set intercultural management tasks (apply)
- discuss and reflect, individually and in groups, on set intercultural management tasks in order to develop critical thinking skills (analyse)
- read and analyse case studies which are relevant to their professional field. They apply their knowledge and understanding when developing their responses. (analyse)

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BIBM - International Business Management - BWBh002

Content

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

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

Students will learn

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

Teaching and learning methods

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

Literature

A course book has been compiled from selected chapters of "International Business" by Cavusgill, Knight & Riesenberger".
International Business, published by Pearson ISBN is 9781800063785
The compiled book is available via a local bookseller.
There may be additional readings which will be posted on moodle.

Workload

6 ECTS credit course = 180 hours

Contact lessons

We will have contact lessons every week

Attendance requirement

Attendance is mandatory for calendar weeks:
38 intro to the course
39, SATURDAY morning, 27th September - online kick off for 2-week project with Symbiosis university, India
51 culture, final exam
Students should be aware, attending lessons will help with completing the proofs of competence.

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BIBM - International Business Management - BWBh002

Competency assessment

- **Intercultural Competence Development (personal ePortfolio and individual, written reflection at the end of the semester) (40 % of final grade)**
  - At the beginning of the semester, each student will complete the Intercultural Development Inventory (IDI) Assessment followed by an Automated Online Debriefing. Inform your culture lecturer by **12 noon on 19 September 2025** if you have not received the email from IDI inviting you to participate in the Intercultural Development Inventory (IDI) Assessment. The assessment is approximately 15 minutes and the 2 online interactive debriefing videos are 120 minutes (60 min. each). **It is mandatory to complete both the assessment and the online debriefing videos. Students who do not complete the assessment and the online debriefing videos by the deadline of Sunday 21 September 2025 23:59 will not pass the course**.
  - During the semester students will work on different tasks related to their IDI ePortfolio and Gibbs' Reflective Framework to help them develop their intercultural skills. Some tasks are set as individual and some are set as group tasks.
  - **The evaluation at the end of the semester, calendar week 51 (17.12.25)** consists of a 45-minute, individual and written reflection (Safe Exam Browser, Moodle, max. 30 lines) on a specific course topic.
- International Business (60 % of final grade)
  - 2-week international business challenge (15 %): This is a short project with students from Symbiosis, Delhi NCT, India. BFH students will identify a Swiss company which could expand its operations to India based on interviews with Symbiosis students. The students from Symbiosis will provide BFH students with information on the Indian market and the characteristics of India consumers to help identify a suitable Swiss company. The assessment will be in the form of a short video presentation to be submitted by **14 October 2025** by BFH students. The best submission will receive an enhanced grade. The challenge will start with an **online** kick-off session on **Saturday 27 September 2025.**
  - Individual final exam: 90 minutes (45 %) individual grade.
    The exam will take place electronically (safe browser or exam stick) and will include a combination of multiple choice, and short answer questions based on the content of the book. This will be held during the standard examination weeks.

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

Aids for written examination

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

- Safe Exam Browser (SEB)
- 1 printed (not electronic) bilingual dictionary in mother tongue - examination language

For International Business (45% of final grade)

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

Mode of repetition

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

Follow-up modules

BIBM provides a basis for the specialisation Global Management

Degree programme, semester

BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern

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BSBU - Sustainable Business - BWBg011

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

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BSBU - Sustainable Business - BWBg011

Content

Subject content:

- The global ecological, social and economic challenges
- Policy instruments: How can policy improve sustainability?
- Collective action: What can the society do to improve sustainability?
- Corporate sustainability: What can companies do to improve sustainability?
- Sustainable Consumption: What can we as individuals do to improve sustainability?

Teaching and learning methods

Flipped classroom:

Flipped classroom is a blended learning teaching model where students need to get acquainted with some literature or watch a video on their own. During the class, the focus is primarily on case-based practical work (alone and in groups), where the new knowledge can be applied.

Literature

Reader Sustainable Business (available online at semester start)

Workload

90 hours

Contact lessons

14 x 2 lectures - 1.5 hours per week

Attendance requirement

- Presence in the first week of the module
- autumn semester: calendar week 38
- spring semester: calendar week 8
- Presence for the class tests
- Presence desired at guests lecture (exact date varies each semester and will be communicated via Moodle)
- Presence at final presentation (exact dates vary, but are in the oral exam week, and will be communicated via Moodle)

Competency assessment

60 % of the final grade: two electronic exams

- Two 30-minute written electronic exams during the semester of 30 % each
- Test 1 in semester week 6 **(assessment 1)**
- Test 2 in semester week 13 **(assessment 2)**

40 % of final grade: group presentation

- 15-minute group presentation + 5 minutes Q&A **(assessment 3)**
- 50 % of this grade will be based on individual performance, 50 % on the group performance
- Presentations will take place in the official oral exam week:
  - in the spring semester: calendar week 25
  - in the autumn semester: calendar week 5

To pass the module, each of the three assessments ("Teilkompetenznachweis") needs to be have been attempted.

Aids for written examination

- calculator model TI-30
- printed dictionary in mother tonge - examination language without any notes

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

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BSBU - Sustainable Business - BWBg011

Mode of repetition

Short tests during the semester

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

Repetition of the module

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

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

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

Follow-up modules

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

Comment

-

Degree programme, semester

BSc Business Administration, 2025-2026, 1 HS, VZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern

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EABE - Advanced Business English - BWBh036

ECTS	3
Study language	English
Module type	Optional module (countable)
Module level additive	Advanced level
Lecturer(s)	Al-Azm Ivan
Module responsibility	Al-Azm Ivan

Short description of the module

This module is designed to improve your business English language skills to an advanced level by developing your reading, speaking, listening and writing skills, business vocabulary, as well as reviewing essential grammar so you can communicte effectively and confidently in English in professional business situations. Although this is a stand-alone module, it provides you with the first step towards advanced English proficinecy. You can demonstrate C1 English ability if you score 80% or more on the final exam.

Entry requirements

Suitable for students from all degree programmes, including incoming students as well as students from other departments.

You **cannot** enroll in the EABE module if:

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

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EABE - Advanced Business English - BWBh036

Competencies upon completion

Specialised skills

Students

- can read, comprehend, and discuss a variety of business related texts including financial news
- can listen to and understand a variety of business related texts including financial news
- can organise, structure and deliver short presentations
- can speak about different business topics confidently
- can use specific business English vocabulary correctly
- can write clear and effective short business messages

Collaboration and social skills

Students

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

Self-management and personal skills

Students

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

Dealing with complexity

Students

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

Content

- reading about a variety of business topics and themes
- discussing business related topics and themes
- listening to short business texts
- developing and giving short presentations
- writing short business texts (short reports and proposals)
- developing subject relevant business vocabulary
- using subject relevant business vocabulary
- reviewing and practicing grammar
- practicing exam related tasks (including speaking

Teaching and learning methods

This module follows more a more traditional language class mode of instruction and learning with short input sessions by the lecturer on reading and listening, grammar, vocabulary, oral and written skills as well as practice sessions with discussion and feedback. Self-study tasks are to be completed outside the classroom time. Assignments submitted on time will receive feedback. Progress tests as well as practices tests are available to monitor your progress. Exam skills will be presented and practiced in class.

Literature

Brook-Hart, Guy (2014). *Business Benchmark C1 Advanced* (2nd Edition). Cambridge University Press. ISBN 978-3-12-540322-2

Workload

90 hours

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EABE - Advanced Business English - BWBh036

Contact lessons

28 lessons

Attendance requirement

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

You must be present for the for the writing and oral exams in semester weeks 13 and 14 respectively.

Competency assessment

- 6 Progress tests on Moodle (20 % of the final grade) 50-70 minutes each due Semester week (SW) 4, SW6, SW8, SW10, SW12, SW14
- Final exam 100 points (80 % of the final grade):
- a Moodle based writing exam (20 points) (appoximately 40 minutes) at the end of the semester will take place during class time in SW13.
- an oral exam (20 points) (appoximately 20 minutes) at the end of the semester will take place during class time in SW14.
- a Moodle-based written exam (60 points) (90 minutes) which includes listening (20 points), reading (20 points), vocabulary and grammar (20 points). The exam will take place during the official exam period.
- You must be present for the final exam assessments SW13, SW14, and the written exam druing the official exam period. If you are absent on any of the above assessment days, you will need to provide a doctor's certificate no later than three days from the date of the missed assessment for the absence to be considered excused.

Aids for written examination

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

Mode of repetition

The progress tests writing and/or oral exam can be repeated the next time the module is carried out.

The final written exam (reading, listening, grammar and vocabulary) can be repeated at the next examination date of the module.

Comment

You **cannot** enroll in this module

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

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

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

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

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EABE - Advanced Business English - BWBh036

Degree programme, semester

BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern

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SRE3 - Real Estate Valuation - BWBh403

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gutsche Robert, Rascón Alberto
Module responsibility	Rascón Alberto
Short description of the module	In the Real Estate Valuation module, the perspective of the buyer and seller is taken. Analysis and report on the market value of a property is elaborated in detail. The conditions on the real estate market are analysed. Analogue and digital valuation methods are taught and the value levers are explained. Principle of negotiation are reviewed. International and national valuation accounting standards are important as a basis in financial manage-ment (basic studies/main studies: financial management and ac-counting).
Entry requirements	The students have completed the basic studies. Students have completed the accounting module. Students have completed/or enrolled at the financial management moduile and accounting module.

SRE3 - Real Estate Valuation - BWBh403

Competencies upon completion

Specialist skills

At the completion of the module students will

- understand the structure and players of the Swiss real estate market
- will apply the theoretical models of the market mechanism.
- be able to obtain, analyse and interpret market data according to location and property.
- form conclusive scenarios for market development and derive the consequences for a property or a location.
- know the different valuation methods and the relevant value levers.
- make plausible valuation assumptions and model them sensibly.
- be able to set up, carry out and check the plausibility of the calculation of an income-oriented valuation.
- adquire some negotations skills

Methodological skills

At the completion of the module students will

- be able to apply and evaluate the various concepts of capital budgeting in the context of business cases.
- be able to select the appropriate methods.
- make the calculations and present the findings and solutions in an adequate way

Social skills

At the completion of the module students will

- enhance their ability to analyze and discuss problems in working groups, taking into account, evaluating, justifying and refuting different arguments.
- enhance thier ability to constructively lead argumentative discussions and clearly separate them from subjective attitudes.

Self-competence

At the completion of the module students will

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

Digital skills

At the completion of the module students will

- be able to ensure access and use of digital tools and use them efficiently.
- strength their skills in online learning and digital communication with teachers.

Content

- Technical terms
- Value theory
- Rent, rental value, tenancy law
- Interest rate and capitalised earnings value
- Reproduction costs and technical devaluation
- Financial mathematics / Present value and location class
- Land register and easements
- Negotiation
- Real Estate for financial Reporting
- Real Estate and Firm Valuation

SRE3 - Real Estate Valuation - BWBh403

Teaching and learning methods

The module will be taught in English (100%).

Lectures, Exercises, Presentations, Case studies

Literature

Several Papers and documents will be provided in class

Recommended Literature:

Hartzell, D., & Baum, A. E. (2021). Real Estate Investment and Finance: Strategies, Structures, Decisions. Wiley. 978-1119-526155

Archer, W., & Ling, D. C. (2023). ISE Real Estate Principles: A Value Approach. McGraw-Hill Education. 978-1266284960

Workload

180 hr.

Contact lessons

14 x 4 lessons of 45 minutes.

Attendance requirement

Presentations and Tests dates that will be announced in the first week of the semester.

In case of a guest speaker the presence is compulsory. Students will be informed with enough time.

Competency assessment

(i) 2x tests in Moodle (45 minutes) (60 %) (Weighted average of the tests: the best will be 60 % of the grade and the other 40 %), in class.

Test a, Test b; If grade a > b --> grade i = 60 % a + 40 % b otherwise i = 40 % a + 60 % b

Test a: Week (44)

Test b: Week (49)

(ii) 1x Presentation presentation of cases studies in group. (40 %) (group proof of competence => collectively evaluated)

Given the complexity of the tasks the cases presentations must be done in groups, following what it happens in real life.

Each member of the team will evaluate their peers.

Final Grade = 60% (i) + 40% (ii)

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SRE3 - Real Estate Valuation - BWBh403

Aids for written examination

The written exams will be done in Moodle under Safe Exam Browser.

The test will be completed at the school.

- Print dictionary (mother tongue - examination language)
- Summary - Number of A4 sheets/pages: 2 (2 sheet/page double-sided)
- Any Pocket calculator can be accepeted (No 2nd laptop is allowed)

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

Mode of repetition

- If the overall grade is unsatisfactory (< 4.0) only because of the poor grade on the written tests, the tests that the student has failed may be repeated during the second official examination period of the same semester.
- If both (i) and (ii) grades are insufficient (< 4.0), tests may NOT be repeated and the entire module with all proofs of competence must be taken again one year later in the next course.

Follow-up modules

-

Degree programme, semester

BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern

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SSB3 - Sustainable Start-up Challenge - BWBh323

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Kunz Nathan Michael, Pahwa Deepti
Module responsibility	Kunz Nathan

Short description of the module

Sustainable startups combine environmental, social, and economic sustainability. They therefore have a special potential to contribute to the transformation to a new, more sustainable economy. However, a particular challenge for sustainable startups is achieving economic sustainability, i.e., long-term financing and profitability through a functioning business model. Economic sustainability is a critical prerequisite for startups to scale their impact. To create a successful business model, many aspects must come together and require careful planning of business activities.

The goal of the seminar is to help a sustainable startup with its expansion strategy. Specifically, the students will (1) develop a business model canvas, (2) identify and describe three new revenue streams, (3) develop a market expansion strategy and (4) create an investor pitch deck. The lecturers are responsible for the acquisition of the startup partners. However, students who have founded a sustainable startup themselves or students who know a sustainable startup that might be suitable as a startup partner are encouraged to contact the lecturers to discuss the suitability of their cases (at least one month before the start of the semester).

Students will work in small teams and each team will work for a sustainable startup partner. The seminar includes six mandatory meetings, which include a kick-off event, a site visit to the startup partner, an input session, a coaching session with one of the lecturers, a rehearsal for the final presentation, and final presentation. In addition to these events, teams organize their collaboration independently among the group members and with the startup partner. To allow for an intensive learning experience it is expected that the teams work side by side with their startup partner, and meet at least three times with the startup partner outside of mandatory events (in person or online). At the final presentations, the teams present their results and their work process.

Important note: Please note that although this module has a different focus (i.e., students work with social enterprises), it is structured similarly to the 'Refining Business Models'# module (of the ##'Innovation and Entrepreneurship'## specialization). Therefore, we strongly recommend taking either one of the two modules based on your interest.

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SSB3 - Sustainable Start-up Challenge - BWBh323

Competencies upon completion

Subject:
Students ...

- know the characteristics and specifics of sustainable startups (from here on "startup").
- develop an understanding of possible success factors for startups.
- develop and verify recommendations for and with the startup they are working on.
- can understand the context of a startup and analyze it with appropriate methods.
- know the overall situation of a startup and the different roles that founders take on.

Method:
Students ...

- apply tools and procedures for business modeling and business planning.
- select and combine different entrepreneurship and management tools.
- can develop individual work skills ranging from understanding a startup's context and situation to solving a specific problem and recommending adequate strategies for the startup.
- assess and analyze the work of fellow students.

Social:
Students ...

- work with clients and convince them of their ideas, proposals, and approaches.
- practice working and cooperating in teams, including resolving team conflicts.
- recognize and accept different points of view and approaches.

Self:
Students ...

- strengthen their communication and presentation skills when working with representatives of the startup partner.
- work on important steps of the startup process proactively, engaged, and independently.
- recognize and strengthen their own teamwork skills.
- reflect on their entrepreneurial intentions.
- can develop an entrepreneurial mindset.

Content

- Coordination and, if necessary, adaptation of the task with the startup partner
- Develop specific deliverables for a startup:

- Business model canvas
- Three new revenue streams
- Market expansion strategy
- Investor pitch deck
- Use of techniques based on startup needs (e.g., Minimum Viable Product, prototype, qualitative interviews, target group survey, etc.)
- Site visit to the startup partner's location (in Switzerland)
- Presentation of the results
- Application of entrepreneurship and strategic management methods
- Continuous communication with a startup company

Teaching and learning methods

- Experience-based learning in small groups (3 to 5 persons)
- Development of solutions in collaboration with the startup
- Field visit at the startup partner's location
- Coaching sessions with the instructors
- Presentations and discussions

Literature

Optional readings:

Neck, H. M., Neck, C. P., & Murray, E. (2019). Entrepreneurship: The Practice and Mindset. Thousand Oaks: SAGE Publications. 2. Edition. ISBN 9781544354651

Carlson, E., & Koch, J. (2018). Building a Successful Social Venture: A Guide for Social Entrepreneurs . Berrett-Koehler Publishers.

Examples of social enterprises can be found on this platform:

- Ashoka: www.ashoka.org
- Skoll Foundation: https://skoll.org/
- Social Entrepreneurship Network Switzerland: https://sens-suisse.ch

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SSB3 - Sustainable Start-up Challenge - BWBh323

Workload

180 h (6 ECTS)

Contact lessons

20 contact lessons (incl. plenary sessions and coaching sessions)

Attendance requirement

Attendance is compulsory for all of the following sessions:

- **Session 1: Kickoff (plenary sessions with startup partners):** September 26, 2025, 8.15 am to 11.40 am
- **Session 2: Field visit to the startup partner'##s location, if possible (team activity):** This activity should be completed before October 17, 2025 through individual time arrangements.
- **Session 3: Input session (team activity):** October 24, 2025, between 8.15 am and 11.40 am
- **Session 4: Coaching sessions (team activity) :** November 7, 2025, between 8.15 am and 11.40 am
- **Session 5: Rehearsal session (plenary session, split in two groups):** November 28, 2025, 8.15 am to 11.40 am
- **Session 6: Final presentations (plenary session):** December 19, 2025, **8.00 am to## 1.00 pm** (detailed arrangements will be discussed with the presenting groups since there might be time conflicts for some students)

However, please reserve all weekly time slots of the module for meetings with your group or startup partner or for individual work on your project.

Competency assessment

- Field visit report (pass/fail, group work)
- Pre-coaching report (pass/fail, group work)
- Final report with deliverables (40 %, group work)
- Final presentation (40 %, group work)
- Peer analysis of another team's rehearsal presentation (20 %, individual grade)

To pass the course, the overall grade must be 4.0 or better. Students can pass the course if one or more partial proofs of competences are 4.0 or lower as long as the overall grade is 4.0 or better. Students who do not receive a "pass" for the field visit report and the pre-coaching report fail the module.

At the end of the course, there will be a peer evaluation for rating the collaboration and contribution of each group members in each team. In case of low evaluation of an individual team member in a group, their grade may be individualized. To avoid this outcome, we recommend early interventions in case of collaboration issues within a group.

AI Policy: Although we allow the use of AI for structuring and rephrasing the deliverables, we require physical proof of (group) ideation sessions demonstrating that the outcomes presented are based on the students individual ideas and understanding of concepts. Examples for such demonstrations include pictures of physical whiteboard sessions, mind maps, interview transcripts, etc.

Mode of repetition

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

Degree programme, semester

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BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern

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ECOT - Computational Thinking & Artificial Intelligence - BWBh035

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Thies Ferdinand
Module responsibility	Prof. Dr. Ferdinand Thies
Short description of the module	Computational thinking (CT) is a set of problem-solving methods that involve expressing problems and their solutions in ways that a computer could also execute. By decomposing a problem, identifying the variables involved using data representation, and creating algorithms, a generic solution results. The generic solution is a generalization or abstraction that can be used to solve a multitude of variations of the initial problem. AI, or Artificial Intelligence, refers to the ability of machines to perform tasks that typically require human intelligence, such as learning, problem-solving, and decision-making. Understanding AI is crucial as it has the potential to revolutionize industries, improve our lives, and raise important ethical and societal questions that need to be addressed.
Competencies upon completion	Understand and apply computational thinking in different contexts. Asses and solve problems involving decomposition, pattern recognition and algorithms. Create and design their own algorithms. Create a running smartphone/browser app. Understand basic AI terminology and the implications of Generative AI.

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ECOT - Computational Thinking & Artificial Intelligence - BWBh035

Content

CT involves the following aspects:

Decomposition: Break down Data and problems into smaller parts

Pattern Recognition: Observe Patterns and Trends in Data

Algorithms: Determine what seps are needed solve a problem

Abstraction: Remove details and extract relevant information

AI involves the following:

Understanding AI

Applications of AI

Ethics of AI

Generative AI

Economic impact of AI

Teaching and learning methods

Weekly classes with interactive sessions, group tasks, theoretical input and flipped classrooms

Literature

Maeda, John. How to speak machine: Computational thinking for the rest of us. Penguin, 2019.

Different and up-to-date AI related articles will be made available via Moodle.

Workload

180 h

Contact lessons

14 Session; 48h

Attendance requirement

Attendance in the last session is mandatory for everyone (KW 51). Attendance for the individual exercises during the lecture (Presentation or Tasks) is also mandatory and can be booked from session 2 to 13.

Competency assessment

50% Individual exercises during the lecture (Presentation, Tasks).

50% Individually graded Group Task to be presented at the end of the semester.

Bonus points can be earned throughout the semester in the lecture.

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ECOT - Computational Thinking & Artificial Intelligence - BWBh035

Degree programme, semester

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BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern

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EDFB - Digital Finance & Banking - BWBh031

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gomez Teijeiro Lucia, Hadji Misheva Branka
Module responsibility	Hadji Misheva Branka

Short description of the module

Module Description:

In this module, *Digital Finance & Banking*, we will focus on how Artificial Intelligence (AI) is transforming the financial sector. You will be introduced to key AI concepts and explore their applications in risk assessment, compliance, asset management, and beyond. A special focus is placed on data science techniques and how they are applied in finance, including recent advancements in Generative AI (GenAI) and text analytics.

You will learn how supervised and unsupervised learning models are applied in credit scoring, fraud detection, and investment strategies. Additionally, the module explores how GenAI is enabling new forms of customer interaction, report generation, market sentiment analysis, etc. in financial services.

As the module progresses, we will also introduce the emerging field of explainable AI (XAI), emphasizing its role in promoting transparency and accountability in financial decision-making. The module concludes with a review of current technological trends and regulatory developments shaping the future of digital banking and finance.

Learning and Teaching Approach:

This module combines teaching and hands-on practical sessions. You will not only learn the theoretical foundations of AI, Machine Learning, GenAI in finance, but also apply them directly through practical exercises. Together, we will implement analytics techniques on real-world financial tasks such as credit scoring, portfolio analysis, and sentiment extraction from financial news. In addition to lectures, in-class discussions will encourage analytical thinking and real-world application of the concepts.

Entry requirements

This is a **data science-centric course**, ideal for students who are curious about applying analytics and AI techniques to real-world financial problems. If you enjoy working with data, experimenting with models, and making sense of complex systems, this course is for you.

To follow the module effectively, it is recommended that students have:

- **Basic coding skills,** preferably in R or Python. We will use **Google Colab** for all practical work, so no local installation is needed.
- **Introductory knowledge of finance,** a general understanding of financial principles such as risk, return, and asset classes will be helpful.
- **Foundational statistics,** including concepts like probability, distributions, and regression.

This module is designed to bridge the gap between technical methods and financial applications. Students from both technical and business backgrounds are welcome, and additional resources will be provided to support diverse levels of prior experience.

EDFB - Digital Finance & Banking - BWBh031

Competencies upon completion

By the end of this module, students will be able to:

- Understand and explain the key concepts of digital finance and how they differ from traditional finance models.
- Demonstrate foundational knowledge of artificial intelligence, machine learning, and generative AI (GenAI) as they apply to the financial sector.
- Apply machine learning and data science techniques, such as supervised learning, unsupervised learning, and text analytics, to real-world financial use cases including risk management, trading, and compliance.
- Use tools like Google Colab and Python/R to implement and evaluate financial data models.
- Interpret and critique current developments and innovations in digital finance, including the role of explainable AI and regulatory frameworks.
- Collaborate effectively in teams, contributing constructively to group discussions, problem-solving, and peer feedback.
- Communicate insights and arguments clearly and respectfully, using evidence to support positions and critically evaluating alternative viewpoints.

Content

- AI-driven transformation of finance
- Supervised learning for finance - I: linear and logistic regression; applications of regression models in finance; Introduction to financial risk management; Role of AI in risk assessment
- Supervised learning for finance - II: decision trees, random forests, and gradient boosting. Introdution to asset management
- Unsupervised learning for finance: clustering techniques and financial applications
- Text analytics in finance: extracting insights from unstructured data; Introduction to Generative AI (GenAI) and its use cases in finance
- Explainable AI (XAI) for finance: transparency, regulatory requirements, model interpretability
- Emerging trends and future directions in digital finance and banking

EDFB - Digital Finance & Banking - BWBh031

Teaching and learning methods

Teaching and Lectures
Lectures provide the foundational understanding of key concepts in AI, machine learning, and digital finance. They introduce theoretical frameworks, explain relevant models and methodologies, and highlight practical applications through real-world financial examples.

Exercises
Hands-on exercises are integrated throughout the module to reinforce learning. Students will implement analytical techniques in Google Colab using Python, working with financial datasets to apply concepts such as regression, classification, clustering, and explainable AI.

Private Study
Students are expected to engage in independent study to deepen their understanding of the topics covered in lectures and exercises. This includes reviewing readings, exploring supplementary materials, and working through practice problems or code examples.

Group Work / Tasks
Collaborative group tasks foster teamwork and peer learning. Students will analyze financial problems, apply data-driven methods, and discuss their findings, encouraging exchange of perspectives and co-construction of knowledge.

Presentations
Groups will present the results of selected tasks or case studies, developing their ability to communicate technical insights clearly and effectively. Presentations also provide an opportunity for critical feedback and reflection.

Literature

Lectire slides, notes & sctipts

Workload

180 h

Contact lessons

7 x 4 Lessons (45 mins each): lectures & practicals

7 x 4 Lessons (45 mins each): tasks & group work & coaching

Attendance requirement

Group work presentations (SW13)

Practical session exam (last class session, SW14)

Competency assessment

Assessment for this module is based on two components:

- **Group Work (40 %)**: Students will collaborate on a group project that involves analyzing a financial problem using AI and data science methods. The group will submit a written report and deliver a short presentation summarizing their findings, methodology, and conclusions. Assessment will focus on analytical depth, teamwork, clarity of communication, and relevance to the module content.
- **Practical Session Exam (60 %)**: At the last session, students will participate in a timed **in-class practical session** designed as a mini hackathon. Working individually, students will solve a real-world financial data challenge using the techniques covered in the module. This session assesses the ability to independently apply data science and AI skills under time constraints.

Aids for written examination

Open book; all tools.

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EDFB - Digital Finance & Banking - BWBh031

Mode of repetition

- An unsatisfactory practical exam (the individual component of the assessment) can be repeated at the next official exam date.
- An unsatisfactory Group work or Presentation can be repeated in a next module realization
- Grades for the individual assessments may be carried over to the next semester if a student fails this course. This is only possible if there is no change to the module description and the assessment format

Comment

Lectures are taught fully in English. All course material, documents are in English. Exam and presentations are in English.

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BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern

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IACC - Accounting - BWIg001

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Zihlmann Christian
Module responsibility	Christian Zihlmann

Short description of the module

On one hand IACC establishes the basic knowledge regarding accounting. Its aim is to present the basic rules of accounting. The course will focus on the main current economic transactions and on the understanding of the balance sheet, income statement and cash flow statement.
On the other hand, students learn how costs behave, can create cost-volume-profit analyses and apply data analysis tools to analyze cost behavior.

Entry requirements

Basic knowledge of financial mathematics and English

Competencies upon completion

Subject: Students
- understand accounting rules
- understand the financial statements structure and goals
- know, how organizations benefit from cost accounting
- know, how costs behave
- are able to establish and interpret cost-volume-profit analyses
- know the characteristics of job costing and are able to apply this concept.

Method: Students
- are able to apply accounting rules for specific problems/cases
- are able to establish financial statements
- are able to select, compute and interpret the relevant key data needed for specific management decisions based on the content of this module

Social: Students
are able to apply the course content to real business situations by means of collaborative learning and use their personal resources as well as the ones of their group

Self: Students
- are able to transfer the learned content to real business situations and able to critically reflect on models, tools and action patterns
- develop their personal ability to analyze and assess situations and take decisions
- discover gaps in their own knowledge through an autonomous and self-guided learning process and are able to close these gaps through self guided study

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IACC - Accounting - BWIg001

Content

Financial Accounting:
- Introduction conceptual framework IFRS
- Basis of accounting (Inventories, PPE, Intangibles)
- Income accounting, COGS, amortization, end of the year closing procedure
- Net income calculation

Managerial Accounting:
- Cost terms and purposes
- Cost-volume-profit analysis
- Determining how costs behave
- Data Analytic thinking
- Decision-making

Literature

- Students receive an access code to the Accounting Lab with all necessary documents
- The addtional material provided by the lecturer on the moodle platform

Workload

180 hours

Contact lessons

56 lessons (14 weeks x 4 lessons per week)

Attendance requirement

None.

Competency assessment

Electronic exam on moodle, 90 minutes, 100%, end of semester during official exam weeks (CW3&4)

Aids for written examination

- Pocket calculator (only TI-30 models are permitted)
- Summary: Number of A4 pages = 2 (4 pages single-sided or 2 pages double-sided)
- 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

Electronic exam on moodle, 90 minutes, 100%

Degree programme, semester

BSc International Business Administration, 2025-2026, 3 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern

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IBIT - Business IT - BWIg007

ECTS	3
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Einsele Farshideh
Module responsibility	Prof. Dr. Farshideh Einsele
Short description of the module	Get to know data modeling fundamentals, Entity-Relationship Diagramms, design steps of Relational Databases. Get to know Structured Query Language (SQL) to extract information from relaational Databases Get to know a vizualiation toll (Tableau) to understand and work with data. Vizualization tools help to make proper data-driven decisions without having to spend valuable time trying to wrangle raw data into an interpretable format.
Entry requirements	This module is open to all BScIBA students.
Competencies upon completion	Students can... - explain, what are the principals of data modeling - explain, what are relational databases - design simple relational databases using Entity Relationship Diagramming - apply SQL in order to extract specific information from relational databases - use visualization software to create visual representations like Dashboards or single charts of large data sets to discern usable information or draw conclusions and make information more understanable for the stakeholders
Content	• Introduction to data modeling • Entity rellationship Diagrams (ERD) • Relational Databases and normalization rules • Design and implement a Relational Database • Programming SQL • Getting familiar with data analysis & its visualization through Tableau Public
Teaching and learning methods	Lectures, group discussions, labs, practical exercices with Tableau, group assignments
Literature	• Lecture notes about data modeling, Relational database provided on Moodle • Alexander Loth, 2019, **Visaul Analytics with Tableau**, ISBN: 978-1-119-56020-3, ISBN (ebk): 978-1-119-56203-0, 978-1-119-56022-7
Workload	90 hours

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IBIT - Business IT - BWIg007

Contact lessons

Block of 2 lessons per week, 14 weeks

Attendance requirement

All group members must be present at both their own group presentation and the entire presentation lesson, which takes place at either CW 49 or CW50. Please note:

- In case of absence 10% of presentstion grade will be deducted.
- In case of justified abscence a substitue exercise will be given.

Competency assessment

Assessment:

Part 1: Group Assignment 40%

- Build and Implement a Relationaldatabase including its ERD-Schmea and its impementation in Acces DBMS (15%)
- Use the Database to build a Dashboard on Tableau (15%)
- Presentation of the project (10%). *All group members MUST be present at presentation date. In case of justified absence a substitute assignment will be given.*

Part 2: Written Exam 60%, 60 minutes, online, end of semester (CW3 or CW4)

- Data Modeling (ERD & UML modeling), Relational Database, SQL
- Data analysis & visualization with Tableau, Alexander Loth chapters 1, 3, 4, 5, 6, 7, 8

Aids for written examination

- **One** (1) PDF File with the **maximum size** of **1 MByte** should be uploaded to campla.bfh.ch one week prior to the exam date.
- 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.

Degree programme, semester

BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 1 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, TZ, Bern

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ICCO - Intercult. Competence & Communication - BWIg004

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Bürki Jacqueline, Gaibrois Claudine
Module responsibility	Jacqueline Bürki
Short description of the module	This module allows students to develop an understanding of how to work with people from different cultural backgrounds, thus developing an increased awareness of their own cultural background and of other cultural backgrounds. An intercultural online tool in the form of a questionnaire forms part of this intercultural development and allows for students to grow in and reflect on their intercultural competence. It, furthermore trains students' business communications skills and provides an introduction to communication and a variety of communication tools and strategies required to communicate effectively in organizations and across cultures. By familiarizing themselves with the foundations of communication and practicing intercultural competence, students will develop a greater tolerance and understanding of cross-cultural differences in personal and professional interactions. Developing independent and critical thinking is a key element of this module.
Entry requirements	Vocational baccalaureate diploma or equivalent knowledge

ICCO - Intercult. Competence & Communication - BWIg004

Competencies upon completion

Specialized skills

- cultural competences
- behavioral strategies
- reflective skills
- critical thinking
- general and cross-cultural communication skills
- social competence in multi cultural teams

Problem solving/design thinking: Students

- learn to apply theoretical frameworks when analyzing their own intercultural exchanges and case studies.
- develop strategies for successfully communicating in professional contexts.
- recognize the effects of various communication behaviors on others.
- acknowledge the role of language and language diversity in intercultural communication.
- acknowledge the impact of organizational and societal factors on communication.
- further develop their digital skills (key to global and communication competence development) through the online activities, self-study and assessments.

Collaboration: Students

- develop a higher degree of self-awareness, through activities which allow them to reflect on their perceptions, reactions and interpretations of unfamiliar intercultural situations when communicating and interacting with members of other cultural backgrounds.
- discover and recognize the importance that communication and social competence has in business environments and settings.
- raise their awareness of cultural values and unstated cultural assumptions, counter-productive stereotypes and prejudices toward people of other cultural backgrounds, so helping them to improve their collaboration skills in an international/multi-cultural setting.
- will develop their team building and collaboration skills through a group project related to Culture and Communication.

Self-management: Students

- develop a better understanding of why cross-cultural exchanges can lead to conflict and improve their social competence in inter-cultural exchanges.
- train their capacity to communicate with people from various cultural and language backgrounds.
- develop their competence for creating common ground in intercultural communication.
- become aware of the role of time and deadlines and how to manage this effectively in the group project.

Dealing with complexity

- Students develop their global competences by understanding their culture and the culture of others.
- The intercultural learning situation (international classroom) establishes a more complex learning environment, where students learn to accept and respect differences and work and collaborate with classmates from different cultural backgrounds.
- The group assignment further develops these competences by providing the students with the opportunity to conduct a case study in a diverse team.

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ICCO - Intercult. Competence & Communication - BWIg004

Content

- Students will be introduced to cultural, communication and reflective skills topics. These topics will enable students to reflect on their level of intercultural competence, behaviour and intercultural sensitivity.
- In order to develop their competences for communicating in intercultural contexts, students will be familiarized with various communication frameworks. They will also discuss the role of language and language diversity as well as organizational and societal factors on communication. This will enable them to develop their capacities for successfully communicating in culturally and linguistically diverse contexts.

Teaching and learning methods

The pedagogy for this module will be student applied learning. There will be lectures and project coaching sessions, but the emphasis will be on student responsibility for learning through active application of course content in case studies, exercises, and through active participation in class discussions. Active participation and preparation for class are requirements for this module. The coaching sessions require that students are well prepared to benefit from the learning experience.

Contact lessons

- Discussion of theories, both communication and cultural frameworks
- Action-learning and related reflective tasks
- Case studies
- Observation and application exercises
- Group discussions
- Coaching sessions
- Guest lectures

Literature

Slides and the Intercultural Reflective Reader, supported by articles and selected chapters from various sources provided by lecturers via Moodle.

Workload

180 hours (2x 90 in half classes)

Contact lessons

lessons in full and half classes

Attendance requirement

There is mandatory attendance for the following:

- CW38: Joint kickoff, introduction to ICCO, assessment, deadlines and team building
- CW39: external excursion to Communications Museum sponsored by BFH Business School
- CW42: Team Charter & Group Project
- CW44: Group poster presentations (status update)
- CW45: Individual group coaching
- CW46: Guest speaker
- CW 49 to 50 final presentations (any absences in these weeks will be carried over to CW51)

ICCO - Intercult. Competence & Communication - BWIg004

Competency assessment

We acknowledge the use of AI tools in our lessons as well as in the final assessment components in accordance with the BFH Business School AI Policy. This policy stipulates the use and declaration of AI-supported tools in studies. Students will receive a copy of the policy on commencement of studies.

These are the assessment components in this module.

1. **Research project in groups (60% - all given the same grade) during the semester**
   During the semester, students will work on developing their research group project, bringing together the culture and the communication aspect of this module. The research process will be supported by input and coaching sessions. They will present their final results at the end of the semester during the lecture contact time. It is mandatory to complete this project in groups so that students experience intercultural group work.
2. **One mandatory reflective assignment (non-graded) as a pre-requisite to complete the final exam**
   Students will complete two tasks for this mandatory assignment a) an individual reflective task which forms the basis for the b)group reflective task. The deadline for part a) is due 29 September, for part b) 13 October. This reflective assignment (two tasks) serves as exam preparation and is mandatory for students to be eligible for the final exam. No grades will be given, however students will receive both peer feedback as well as lecturer feedback.
3. **Written individual reflective essay (40%) during formal exam period in CW3/4, 90 minutes (Lernstick, no access to additional aides such as the internet etc. are permitted)**
   In preparation of this final assessment, students will complete a questionnaire (intercultural tool) related to their cultural mindset at the beginning of the semester, it is mandatory to complete this questionnaire as well as take part in the debriefing session. If students do not complete these, they will not pass the module. During the course of the semester, students will complete reflective written and spoken tasks in class which aid in the preparation of the final reflective assessment at the end of the semester.

Completing these assessments is mandatory in order to pass the module. Grades for the individual assessments may be carried over to the next semester if a student fails this module. This is only possible if there is no change to the module description and the assessment format. Only failed components may be repeated where the format remains unchanged.

Aids for written examination

none

Mode of repetition

Grades for the individual assessments may be carried over to the next semester if a student fails this module. This is only possible if there is no change to the module description and the assessment format. Students may only carry over the assessments they passed if the module description and assessment formats remain unchanged. Only failed components are repeated where the format remains unchanged.

Follow-up modules

International Management & Business Ethics, Global Management specialization modules, but in general all the modules in the IBA program such as HR, management etc. as well as elective modules such as YEEP or modules taken during their exchange semesters or double-degree programs.

Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 1 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, TZ, Bern

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IEFI - Environment of the international firm - BWIg012

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Foord Daniel, Frecè Jan Thomas, Rascón Alberto, Risi David
Module responsibility	Daniel Foord

Short description of the module

Today, more than ever before, the environment of an internationally active company is complex, changing and ambiguous. It is also becoming increasingly clear that the enormous development of the global economy over the last hundred years was only possible at great environmental and social cost.

This module gives students a first insight into the global economy and the major environmental and social challenges facing global society.

The module will also examine the idea of corporate sustainability through both theory using the bfh sustainability reader, carbon consumption tracking examination of international companies' sustainability reports.

The class will involve both standard lectures, reading, groupwork, discussions and one or two "serious games".

Entry requirements

There are no special requirements for this module

Competencies upon completion

Subject: Students...
- understand the most relevant basic terms, concepts and models related to international economics and sustainable business.
- recognise (current and future) global ecological, social and economic problems and challenges and can assess their significance and their interaction with today's global economy.

- understand the basic principles of microeconomy (demand, supply, taxation, market failures and externalieties)

- get a better understanding of the complex interactions between economy, politics, society (e.g. consumers) and natural environment.
- can explain different phases of globalisation and contrast different views about it.
- know economic and corporate concepts and approaches linked to sustainable development and can assess these in real examples.
- recognize different models for trade. They are able to apply these models to actual business situations and identify trade barriers.
- students know different exchange rate regimes and exchange rate teory.

Method: Students...
- learn to build up knowledge by being open-minded and integrating new perspectives.
- can gain new insights into sustainability.
- learn self-learning and personal problem-solving skills.

Social: Students...
- learn to ask relevant questions and discuss with lecturers and classmates in order to benefit from their experience and enlarge their own knowledge and perspective.

Self: Students...
- learn to reflect about economic, environmental and social impacts of their individual (consumer) behaviour.
- are sensitized for the need for sustainable development.

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IEFI - Environment of the international firm - BWIg012

Content

The Module IEFI introduces students tot the two topics international economics and sustainable development. Among other things, it covers topics like current global ecological, social and economic challenges (e.g. planetary boundaries, dougnut economics), globalization, concepts of sustainable development, introduction to microeconomics, new ecomomic approaches, trade and barriers to trade and sustainable consumption.

Teaching and learning methods

- Individual independent study using conventional or digital learning materials
- Lectures
- Seminars
- Case studies
- Serious games

Individual and group tasks

Literature

Reader Sustainable Business *(available on moodle)*

Mankiw, G. (2020) Economics, Cengage *(this book will also be used in the module iECO)*

Additional literature will be given throughout the semester.

Workload

180 h (6 ECTS)

Contact lessons

56 h (ca. 30%)

Attendance requirement

Introduction lecture (CW 38), For the other lectures attendance is highly recommended.

Competency assessment

4 short (35 min) individual written online exams during the semester in CW (calendar weeks) 42, 45, 48 and 51 (70% of final grade).

A group presentation and following up discussion (30%)
It will take place during the official BFH exam weeks CW 3, 4 and 5.
The content of the presentation will be assessed as a group. The student's individual presentation craft will be individually.

Appointments will be published during the semester.

Aids for written examination

No aids permitted for the written short exams

Mode of repetition

If the module is not passed, it must be repeated the next time it is offered. When retaking the module students can carry over any passed marks from their previous attempt.

If a student has to retake the presentation, they will need to join a group the next time the module is offered.

Follow-up modules

- Real World Economics,
- Social Innovation
- Economics
- BFHdiagonal Modules: Lernen und Gestalten für eine nachhaltige Zukunft, Nachhaltigkeitsdialog
- all Modules of the specialisation Sustainable Business

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IEFI - Environment of the international firm - BWIg012

Comment

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Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 1 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 1 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern

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IEN1 - Business English 1 - BWIg002

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 Mangold Valerie

Short description of the module

The IEN1 course:
- develops CEFR B2+ level English communication skills in **advanced business vocabulary** and **speaking**
- uses English as a medium of instruction to develop essential study skills

Entry requirements

- Vocational baccalaureate diploma or equivalent knowledge
- CEFR B2 level of English

Competencies upon completion

The goal of IEN1 (in combination with IEN2 the following semester) is to bring students' proficiency in business English communication to an advanced level. This underpins their studies in the rest of the degree programme and allows them to act more effectively in the business world on completion of their studies.

Specialised skills
- produce accurate and appropriate business English vocabulary
employ note-taking techniques, interpret notes, demonstrate understanding

Problem solving/design thinking (related: methodological competence)
- design video presentation (digital)
- solve classroom discussion problems

Collaboration (related: social skills)
- group discussion (physical and digital)
- create a video (digital)
- comparing notes

Self-management (related: personal skills)
- independent self study
- manage time and stress effectively

Dealing with complexity
- recognise, understand, choose, and apply appropriate business English vocabulary
- identify, understand, analyse, and apply various note-taking methods

Content

14 x 90-minute weekly classes; attendance optional, apart from:
- two Moodle tests of vocabulary, during class time
- one Moodle test of note taking (theory and practice), during class time

see **Teaching and Learning method** below for **typical learning cycle** in class
- lecturer input and/or student self-study on reading strategies and note-taking theory
- 10-minute videos prepared by pairs of students and played during class time, for teacher assessment and student feedback
- vocabulary themes: working environment, quality, intercultural issues, logistics, the internet, sustainability

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IEN1 - Business English 1 - BWIg002

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 and create a video on an aspect of business
- evaluate and critique what peers say in informal discussion and prepared video presentation

A **typical learning cycle** would be:
- individual self-study: learn the vocabulary of management styles in the required literature
- guided self study: prepare a three-minute informal presentation on a theorist of your choice, e.g. McGregor Theories X & Y
- in class the following week: activate the prepared vocabulary in group discussion and problem solving
- additional lecturer input or practice of reading strategies, note-taking, critical thinking, etc.
- identify vocabulary to be prepared and topic to research for the next class

Literature

Required:
- **Bill Mascull** (2017) **Business Vocabulary in Use Advanced, Third Edition** (with answers) Cambridge University Press, ISBN: 978-1-316-62823-2

OR

- print and ebook version for Android & iOS tablet users: **Bill Mascull** (2017) **Business Vocabulary in Use Advanced, Third Edition** (with answers & enhanced ebook, including audio) Cambridge University Press, ISBN: 978-1-316-62822-5

Workload

90 hours

Contact lessons

2 x 45 minutes, weekly during semester = 28 x 45-minute lessons

half classes in groups mixing full-time and part-time students

Attendance requirement

There is no obligatory attendance requirement for IEN1 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.

While there is no obligatory attendance requirement, the two vocabulary tests and student presentations take place during class time, so no student should plan not to attend any classes.

Absences covered under Art. 22 of the "Rahmenreglement fur 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.

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IEN1 - Business English 1 - BWIg002

Competency assessment

speaking
- 15-minute individual oral exam in evaluation period at end of semester (CW5), **in person**

vocabulary
- Two 15-minute Moodle vocabulary tests (multiple-choice cloze) in class time during the semester (CW42 & CW49), **bring your own device (Lernstick must be used)**
- short group video presentation, prepared for Global Entrepreneurship Week (during CW46)

note taking
- Moodle test in class time near the end of the semester (CW50), **bring your own device (Lernstick must be used)**. Students watch a short video one week before the test, during which they take notes. Between the video and the test they review their notes; collaboration with other students is recommended. Students use their notes during the test.

reading
- Not assessed until written exam at the end of IEN2, but practised by students continually as they read course materials across the entire degree programme.

oral exam (50%)
group video (20%)
vocabulary tests (10% + 10% = 20%)
note taking test (10%)

Aids for written examination

- No aids of any kind allowed for the oral exam or vocabulary tests.
- One single-sided A4 sheet of notes allowed for the note-taking test. This may be individual, or identical to that used by other students.
- Lernstick & Campla must be used for the vocabulary and note-taking tests.

Mode of repetition

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

Follow-up modules

IEN2 - BUSINESS ENGLISH 2, in spring semester immediately following IEN1

Comment

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Degree programme, semester

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IHRM - Human Resource Management - BWIg011

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Sonderegger Andreas, Straub Caroline
Module responsibility	Caroline Straub

Short description of the module

The module IHRM explains how successful companies manage human resources in order to compete effectively in a dynamic, global environment. It combines the relevant aspects from work and organizational psychology, human resource management and international labor law.

Entry requirements

Problem-solving competences: Students
- bring initial problem-solving skills and can carry out a situation analysis.

Social skills: Students
- bring basics of teamwork skills

Self-management: Students
- bring basics of time management skills

Dealing with complexity: Students
- bring the basics to work on cross-topics.

Competencies upon completion

Technical competencies: Students
- know the main topics within the areas of work and organizational psychology, HRM and labor law;
- can explain the interplay of concepts and instruments from work and organizational psychology, HRM and labor law;
- precisely reproduce technical terms from the three subject areas and can apply them to analyse work-related situations.

Problem solving competencies: Students
- recognize employees in the company as a competitive resource and the strategic importance of personnel-related activities as a consequence;
- can use their theoretical knowledge to solve concrete practical situations;
- know how to research additional information to expand their knowledge.

Collaboration: Students
- get to the bottom of things by asking lecturers and / or colleagues;
- can discuss constructive solutions in the group.
- learn to work in a cross-cultural team

Self-management: Students
- plan their knowledge development independently;
- develop personal judgment, analysis and decision-making skills.

Dealing with complexity: Students
- know methods in the context of agility

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IHRM - Human Resource Management - BWIg011

Teaching and learning methods

- 1h video podcast (asynchron) plus 3h contact lectures (synchron) onsite per week.

- Self-study and case study to prepare for exam over the term

- Coaching during lectures on topics related to personality / motivation, interviewing etc.

Literature

Required readings will be posted on Moodle for each session.

Suggested text book for review in BFH library:

Work and organizational psychology
- Robbins & Judge (2018) Essentials of Organizational Behavior, 14th Edition, global edition. Pearson (can be found in BFH library)

Human resource management
- Jackson & Schuler (2018) Managing human resources, 12 th Edition, New York : Oxford University Press (can be found in BFH library including older versions)

Workload

6 ECTS credits (180 hours)

Contact lessons

Weekly - 14 times, regular semester time (Each week students receive a 45min podcast lecture (asynchron at home) follwed by 3h of lessons at school)

Attendance requirement

First lecture and on the day of your group presentation.

Competency assessment

- 80% (individual): an online exam of 60 minutes during regular exam period (CW3&4). Grade assess whether students understand the basic concepts at of HR, OB and Labor Law knowledge.

- 20% (group): group presentation on topic provided by lecturers (from CW15 onwards). Presentations should prepare students to explore, prepare and present an HR, OB or Labor Law subject from an international respescitvely cross cultural perspective

Aids for written examination

- the English texts "The Employment Contract, Code of Obligations Art. 319 - 362" and "Federal Act on Gender Equality"; highlightings and post-its are allowed; but notes of any kind are not permitted

- Printed dictionary mother tongue - English

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

Mode of repetition

Retake of the exam.

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IHRM - Human Resource Management - BWIg011

Follow-up modules

Leadership
Mindfulness & Positive Psychology
Managing people globally
Sustainable Business

Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, TZ, Bern

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IIFI - Inside the international firm - BWIg009

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Vogel Claudia
Module responsibility	Claudia Vogel
Short description of the module	The module "Inside the International Firm" allows students to gain a basic overview of relevant topics in business administration. Guided by the St. Gallen Management Model, students will learn basic principles, goals and types of companies, the company in the context of its environment, corporate strategy and structure, entrepreneurship and innovation, management concepts and the diverse business and support processes.
Entry requirements	none
Competencies upon completion	**Professional competence:** Students are able to define the most important technical terms, explain concepts, describe connections and apply them to concrete case studies. **Entrepreneurship:** Students are able to describe and explain the most important aspects of entrepreneurship. **Reflection and critical thinking:** Students are able to analyse practical situations, apply theoretical knowledge to concrete cases and critically question theoretical knowledge.
Content	Guided by the St. Gallen Management Model, the following topics are covered: - Fundamentals - Business Environment - Strategy, Structure, Culture - International Business - Entrepreneurship - Management - Business and Support Processes
Teaching and learning methods	The module consists of 50% input (asynchron online) and 50% class-room discussion of practical cases and exercises.
Literature	Capaul, Roman & Steingruber Daniel (2020): Business Studies - An Introduction to the St. Gallen Management Model, Berlin: Cornelsen
Workload	6 ECTS
Contact lessons	per week 90 minutes lecture (asynchron online) and 90 minutes practice and exercise (in class)
Attendance requirement	none, attendence in the first week is strongly recommended

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IIFI - Inside the international firm - BWIg009

Competency assessment

Written exam, online (bring your own device), 90min, at the end of the semester (CW3 or 4), 100%

20% of the written examination can be replaced by participation in the Entrepreneurship Week (group project with collective grading). More details follow in the first lecture.

Aids for written examination

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.

Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 1 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 1 HS, TZ, Bern

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IMAR - Marketing - BWIg005

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Feurer Sven, Stöckli Sabrina
Module responsibility	Sabrina Stöckli

Short description of the module

This module will provide you with a fundamental understanding of how firms develop marketing strategies for their products/services and how they implement these strategies through specific marketing instruments. In addition, you will be enabled to consider the client as the centre of all marketing activities and to provide value and benefits in a way that customer acquisition and retention can be built within the digital age. You will learn to manage marketing challenges within fast-changing trends and topics. Moreover, the course will also cover special topics such as B2B marketing and sustainable/responsible marketing. We will also consider how each of these challenges might play out differently in international contexts.
Complementary to the transfer of theoretical knowledge, you will benefit from guest lecturers who will enrich the module with vivid insights into their daily professional practice.

Entry requirements

Basic business know-how, solid command of English language

Competencies upon completion

- <u>After successful completion of the module you will:</u>
- understand the importance of marketing within the micro-economic business context
- hold the knowledge required to make substantiated marketing decisions in different contexts
- be familiar with the participants of a market and how to serve them
- apply specific tools and techniques to conduct marketing analyses and support decision-making in diverse business contexts
- have acquired the fundamentals relevant to study further marketing modules
- <u>Social and personal competencies:</u>
- reflecting on marketing-related activities and their implications for your business and the consumers
- Identify and contribute with your individual strengths to develop solutions as an active member of a team
- ability to reflect on the impact that marketing has on the society

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IMAR - Marketing - BWIg005

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

Teaching and learning methods

Video-lectures
Excercises
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 (CW38)

Competency assessment

Written exam, online, multiple choice and open questions, 90 minutes, 100% (CW3&4)

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

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IMAR - Marketing - BWIg005

Follow-up modules

- Digital Marketing Strategy
- International Marketing
- Consumer Behavior
- Service Marketing
- Brand Management
- Behavior Change & Sustainability

Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, TZ, Bern

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EAAI - Applied Artificial Intelligence - BWWh021

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gygli Marcel, Minder Matthias
Module responsibility	Marcel Gygli, Matthias Minder

Short description of the module

In this module, students get an insight into the fields where artificial intelligence is used practically (e.g. self-driving cars, large language models) and what business considerations need to be made when developing an AI solution. Students also learn the fundamental concepts in deep learning powering these applications. The course is a general introduction to the topic and does not rely on coding.

Entry requirements

No specific requirements. The course is not heavily mathematics based but we recommend revising the concept of vectors.

Competencies upon completion

Students know the major methods of AI in Natural Language Processing, Computer Vision, Reinforcement Learning as well as their domains of application. They have a conceptual understanding of the functioning of these methods, of their limits and potential pitfalls that they present. Students have the ability to evaluate practical AI cases and their business impacts.

Content

In the Applied Artificial Intelligence module, students discover practical examples of usage of AI across various domains such as the car industry, biotechnology, advertisement, online commerce etc. The course covers different AI methods in Natural Language Processing, Computer Vision etc. and focuses on multiple aspects, both technical and conceptual: what are key technical points behind a method? In what domains does that technology have greatest impact? Are there ethical questions when using this technology? Whenever possible, methods are explored through interactive toy models available online e.g. on HuggingFace or as GoogleColab notebooks and not requiring coding knowledge. The course will be a mix between presentations, article lectures and discussions and demos.

Examples of covered topics

- Overview of AI: When was the concept of AI developed, and how has it evolved through until today? Why has AI emerged as an important method in the past decade?

- Basics of Deep Learning: using a very simple networks example, we explore basic Deep Learning concetps such as layers, backpropagation, optimization etc.

- Computer vision: this is one of the main domains where Deep Learning has revolutionized entire industries and research areas. We will learn about essential building blocks of computer vision networks such as convolutional layers and discover practical applications in industry.

- Large language models: in the past few years, large deep learning methods have shown astonishing results in many areas such as translation, text summarizing, code completion etc. We will introduce key ideas such as embeddings, attention etc. powering modern tools like ChatGPT and looks at some of the many applications of these models.

- Other Deep Learning networks: while computer vision and natural language processing represent the majority of applications in AI, we will also explore other types of approaches such as reinforcement learning (robotics, game developement) and Graph neural Networks (used in various fields such as social network analysis, protein folding research etc.)

- Ethics of AI: The power of modern AI tools and the way they are designed and trained pose a multiude of ethical questions.

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EAAI - Applied Artificial Intelligence - BWWh021

Teaching and learning methods	The course is a mix between presentations by the teacher, applied demonstrations, interactive exploration, and articles discussions.
Literature	As the range of topics covered during the course is wide, there is no single book or resource recommeded. Presentation slides as well as articles read for the course are provided on Moodle.
Workload	90 Hours
Contact lessons	4 lessons every 2 weeks
Attendance requirement	No requirement.
Competency assessment	Creation and Presentation of an ML Canvas in groups, 30% 90 minutes, digital (pc) exam during the official examination weeks, assessment 70%
Aids for written examination	Open Book Dictionary (mother tongue <-> English) BFH pocket calculator For details, see the current directive on proof of competence in Moodle
Degree programme, semester	BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern

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EDRS - Digital Responsibility & Sustainability - BWWh030

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Bieser Jan, Obwegeser Nikolaus, Stürmer Matthias
Module responsibility	Coordinator: Prof. Dr. Jan Bieser Lecturers: Prof. Dr. Jan Bieser, Prof. Dr. Nikolaus Obwegeser, Prof. Dr. Matthias Stürmer
Short description of the module	The use of digital products and services has accelerated rapidly in both work and personal life in the last ten years. The digital transformation presents new opportunities and risks for creating green, socially-just, and economically prosperous societies and businesses. Students of this course will acquire the competencies required to critically assess societal and environmental opportunities and risks of digitalization to derive measures to align digitization with sustainable development.
Entry requirements	**Technical competences** • Basic knowledge in the areas of digitalization, information technology, and business IT **Social competences** • Ability to collaborate and work as a team • Communication skills, both written and oral **Method competence** • Ability to critically analyze and evaluate information • Problem-solving skills and creative thinking
Competencies upon completion	After completing the module, students will be able to: • explain the positive and negative impacts of digitalization on sustainable development and the Sustainable Development Goals (SDGs) and know current research and initiatives from the industry. • comprehend the theoretical background and know practical examples of how innovative digital applications pose opportunities and threats for environmentally friendly and socially just societies. • explain the challenges of the privatization of the digital space, know how to promote digital sovereignty, provide access to digital knowledge through open-source software, open data, and open content. • comprehend the concept of digital responsibility and apply frameworks for the ethical management of digital technologies. • Critically reflect and engage in meaningful group discussions about the broader implications of digital technologies on society and the environment.

EDRS - Digital Responsibility & Sustainability - BWWh030

Content

The use of digital products and services offers unique opportunities to create greener and more just societies. For example, streaming platforms replace the production and transport of physical media, and working from home reduces CO_2-intensive commuting. However, digital technologies are no silver bullet for achieving the Sustainable Development Goals. Their potential to contribute to greener and more just societies must be systematically exploited.

Students of this course will acquire the competencies required to critically assess the impact of innovative digital technologies (e.g. Generative AI tools, Internet of Things) on the environment and society and derive measures to align digitization with sustainable development. In particular, we will address three topics:

- *Sustainable digitalization*: The environmental and social impacts of digitalization.
- *Digital sustainability*: The long-term oriented development of digital artifacts to maximize its benefits for society.
- *Digital responsibility*: The ethical, legal, and societal obligations associated with the use and management of digital technologies.

Throughout the course, students work in teams on an applied problem in the field. Students can develop the applied problem themselves (e.g., based on their own work experience) in consultation with the lecturers or select a problem from a provided list.

Exemplary topics could be:

Sustainable digitalization:

- How much electricity is required to develop and train ChatGPT or other Generative AI models?
- Is online shopping more or less sustainable than conventional shopping?
- Will self-driving vehicles reduce or increase car travel and CO2 emissions?

Digital sustainability:

- How can we design software tools to maximize their benefits for society?
- What are the dangers of digital platforms monopolies and how can they be remedied?
- How can open-source projects be financed?

Digital responsibility

- What are the ethical challenges in the use of AI in different domains (e.g., healthcare)?
- How can companies govern ethical practices with digital technologies?
- How can different frameworks be integrated with common software engineering practices (e.g., Scrum)?

At two lecture dates, the students present their intermediate results to each other in the form of so-called ConverStations. During ConverStations, students learn about the work of other groups and receive feedback on their work. Students of the course will also have the option to participate in the annual conference DINAcon on digital sustainability (optional).

Teaching and learning methods

The competencies will be acquired through a combination of the following methods:

- Contact teaching (on-site) to learn about the theoretical background and real-life examples
- Group work and report writing to apply the content to a concrete case example
- ConverStations to present, share, and discuss the findings among students

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EDRS - Digital Responsibility & Sustainability - BWWh030

Literature

Required literature

- Hilty, L.M. & Aebischer, B. (2015): ICT for Sustainability: An Emerging Research Field, Advances in Intelligent Systems and Computing. Springer International Publishing. https://doi.org /10.5167/ uzh-110001
- Stürmer, M., Abu-Tayeh, G. & Myrach, T. (2017): Digital sustainability: basic conditions for sustainable digital artifacts and their ecosystems. Sustainability Science 12, 247â##262. https://doi.org /10.1007 /s11625-016-0412-2
- Lobschat, L., Mueller, B., Eggers, F., Brandimarte, L., Diefenbach, S., Kroschke, M., & Wirtz, J. (2021): Corporate digital responsibility. Journal of Business Research, 122, 875-888. https://doi.org/10.1016/j.jbusres.2019.10.006

Recommended literature

- Hilty, L. & Bieser, J. (2017): Opportunities and risks of digitalization for climate protection in Switzerland. University of Zurich, Swisscom, WWF. https://doi.org /10.5167/ uzh-141128
- Freitag, C., Berners-Lee, M., Widdicks, K., Knowles, B., Blair, G. S. & Friday, A. (2021): The real climate and transformative impact of ICT: A critique of estimates, trends, and regulations. Patterns, 2(9), 100340. https://doi.org /10.1016/j.patter. 100340
- Stürmer, M., Tiede, M., Nussbaumer, J., & WÃ€spi, F. (2023): On digital sustainability and digital public goods. In: Shaping digital transformation for a sustainable society. Contributions from Bits & BÃ€ume. Technische UniversitÃ€t Berlin. https://arxiv.org/abs/2306.09204v1
- Digitale Gesellschaft (2021): Digitale Nachhaltigkeit - Nachhaltige Digitalisierung. https://www.digitale-gesellschaft.ch/nachhaltigkeit/

Workload

90 hours

- 15 hours contact teaching (weekly during the semester, 5 lectures of 4 lessons each, on-site)
- 6 hours ConverStations (2 lectures of 4 lessons each, on-site) - mandatory participation
- 10 hours ConverStation preparation (in groups)
- 54 hours group work and report writing (in groups and individually)
- 5 hours reading (individually)

Contact lessons

Contact teaching (15h) and ConverStations (6h) are on-site. All other activities are location- and time-independent self-study and group work.

Attendance requirement

The attendance at ConverStations is mandatory for successful module completion. The ConverStations take place during the calendar week 48 and 50.

Competency assessment

Grading is based on the report. The final grade is based on two components:

- Coherence and content of the whole group report: one grade per group (30%)
- Individual report sections: one grade per student (70%)

Mode of repetition

If a student receives a 3.5, in special cases, the module coordinator may provie the option for report revisions according to the coordinator's feedback within 10 working days. In this case, the maximum grade that can be obtained with the improvement is 4.0.

Follow-up modules

Practical Project, Bachelor Thesis

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EDRS - Digital Responsibility & Sustainability - BWWh030

Degree programme, semester

BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern

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EMPR - Modern Programming in R - BWWh024

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Krebs Michel, Kwuida Léonard
Module responsibility	Michel Krebs, Kuwida Léonard
Short description of the module	The module is also suitable for students without prior programming knowledge and enables them to apply data science techniques in practice as quickly as possible. Students will learn how R can be used to gain knowledge and insights from raw data. The module introduces R and RStudio as well as Tidyverse, a collection of R packages that work together to solve data science problems quickly and effectively.
Entry requirements	Mathematics and statistics modules from the BSc BBA, IBA and Digital & AI degree programmes
Competencies upon completion	The module provides the skills required for the Business Analytics specialisation in the programming language R. Students will be able to analyse data exploratively and create models for forecasts. The quality of the models is checked using statistics and plots.
Content	Topics of the module are: Exploring: Exploring data, generating hypotheses and testing them quickly Preparing: Transforming data sets into a form suitable for analysis Programming: Get to know powerful R tools to solve data problems more efficiently Modelling: Create a summary of a dataset that captures real "signals" in your dataset Communicating: Learn R Markdown (aka Quarto) to present text, code and results together
Teaching and learning methods	Two face-to-face lessons per week with integrated exercises.
Literature	R for Data Science, Hadley Wickham, O'Reilly (available for free download) Moderne Datananalyse mit R, Sebastian Sauer, FOM-Edition
Workload	90h

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EMPR - Modern Programming in R - BWWh024

Attendance requirement	-
Competency assessment	Homework during the semester, weighted 100%
Follow-up modules	Specialisation in Business Analytics
Degree programme, semester	BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern

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EOSS - Open Source Software Management - BWWh022

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Tiede Markus Andreas
Module responsibility	Markus Tiede

Short description of the module

This module covers the foundation and concepts for building effective open source practices in companies and organizations. The focus is on the following phases:

- **Using** open source software
- **Contribute** to exisiting open source projects
- **Starting** new open source projects and building welcoming communities

These three key stages are embedded in strategic considerations, governance processes and implementation.

Entry requirements

Professional skills
- Basic know how of software engineering principles
- Basic business concepts

BFH-W competency model:
- Competencies of vocational baccalaureate «Engineering, Architecture, Life Sciences» or
- «Business and Services»

Competencies upon completion

Professional skills
Establish OSPOs: an open source program office (OSPO) is designed to
(1) be the center of competency for an organization's open source operations and structure and
(2) put a strategy and set of policies on top of an organization's open source efforts.

BFH-W competency model
- Problemsolving / Design Thinking

Agile methods
- Definition of Ready
- Definition of Done

Collaboration
- Continuous Integration
- Code Review

Self Organization
- Retrospectives
- Shared Principles

Handling complexity
- Test Automation
- Test Driven Development
- Everything-as-Code
- Docs As Code

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EOSS - Open Source Software Management - BWWh022

Content

In the **first section**, you will learn the basic components of open source and open standards. You will also learn about the differences between open source and closed source software, the reasons for the use of each, and how the combination of standards and open source provides increased value to an organization.

The **second section** discusses the various open source business models and how to develop practical strategies and policies for your organization's chosen model. It also explains the value and importance of an Open Source Program Office (OSPO) as well as how the OSPO helps provide assistance in defining ROI and other open source metrics.

In the **third section**, you will learn how to build an effective OSPO and articulate the different types of roles and responsibilities needed to run it successfully.

Section 4 talks about the role of continuous integration and testing in a healthy open source project, and how you can apply open source development principles to internal projects within your organization to take best advantage of the value these principles bring.

In the **fifth section** you will learn about the importance of effective open source license compliance and how to build programs and processes to ensure safe and effective consumption of open source in the enterprise. You will also get familiar with the most common open source license types, and their major characteristics, as well as how to choose the most appropriate license for a given situation.

Section 6 discusses how to work most effectively with upstream open source projects and how to build sound contribution strategies in organizations to get the maximum benefit from working with project communities. It also describes multiple common upstream project governance models, and explains how these governance practices affect an organization's ability to make effective contributions.

Finally, the **last section** discusses the rationale and value for creating new open source projects as well as the required legal, business and development processes needed to launch new projects.

Teaching and learning methods

Language: verbal: **German**; content, literature & material: **English**

7 On-site, hybrid and remote lectures combined with ~30+ tasks

Self study: literature, videos

Literature

https://digital-sustainability.github.io/module-eoss-ospo101/
https://ospobook.todogroup.org

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https://ospo101.org
https://todogroup.org
https://openpracticelibrary.com
https://ossbenchmark.com

Workload

90h

Contact lessons

-

Attendance requirement

-

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EOSS - Open Source Software Management - BWWh022

Competency assessment

(individual) **Exam** (60%) at the end of the module in the official exam week

- (electronic) PC exam using Safe Exam Browser / Lernstick EXAM

- 90 minutes

Tasks (40%) finished by the end of the module

- (individual) ongoing (~ 6 x 5) tasks during semester

- (small) Teamwork research, collaboration and presentation (possible from week 7 to 11)

Aids for written examination

- Summary (max 10 single or 5 double pages)
- Dictionary (printed) mother tongue <> english

-

Follow-up modules

- module/wseg - Software Engineering
- CAS - Public Sector Transformation
- SDG1 - Public Sector Trends

Comment

All contents are available here https://github.com/digital-sustainability/module-eoss licensed under CC-BY 4.0 as OER.

Degree programme, semester

BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern

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EUID - Hands-on UI Design - BWWh026

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Stirnemann Julia Mia
Module responsibility	Stirnemann Julia Mia

Short description of the module

The "Hands-On UI Design" module is a deep dive into user interface design. Through a practical approach, you will gain a solid foundation in visual design principles and how they relate to the laws of usability. With hands-on projects and real-world examples.

Entry requirements

Basic knowledge of a design tool like Figma is helpful.

Competencies upon completion

You will be able to judge the quality of a user interface based on established design principles. You will be able to plan, design and validate user interfaces that follow the rules of aesthetics, usability and scalability.

Content

- 01 Intro | Project assignment | Introduction and UI fundamentals (on site, highly recommended)
- 02 Project process, ideation (on site)
- 03 Style guide, corporate identity and "look and feel" (online)
- 04 Imagery and icons, vector vs. pixels (online)
- 05 Visual hierarchy, colour and typography selection (online)
- 06 Presentation and feedback â## Group work (on site, mandatory)
- 07 Presentation and feedback â## Individual work (on site, mandatory)

Teaching and learning methods

This module will be taught over seven mornings, 50% on site, 50% online (4 on site, 3 online). The on-site classes will **not** be hybrid. There will be a mixture of inputs, workshop-style group work and individual coaching as you work on a practical project.

Literature

Materials will be given as necessary throughout the course.

Workload

90 Stunden / 3 ECTS

Contact lessons

As published in the schedule.

Attendance requirement

Due to the low theoretical and high practical component of the course, the majority of the course takes place on site.

KW 48, 49, 50, 52 on site, mandatory

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EUID - Hands-on UI Design - BWWh026

Competency assessment

Project Assignment 2: group work, 40%, Kalenderwoche 48, 49

Project Assignment 1: indivudual grade, 60%, Kalenderwoche 50, 52

Aids for written examination

No written examination.

Degree programme, semester

BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern

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SAI1 - AI Applications in Industry - BWWh261

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gomez Teijeiro Lucia, Hadji Misheva Branka
Module responsibility	Gomez Teijeiro Lucia, Hadji Misheva Branka, Kooistra Julius

Short description of the module

In the *AI Applications in Industry* module, we will (i) cover (gen)AI (both generative and predictive Artificial Intelligence) foundational concepts and techniques, (ii) examine how successful startups have leveraged AI as their core of their business models, and (iii) students, ontinously coached both by technical and business experts, will work in teams to conceptualize, design, build, and deploy a minimum viable product (MVP) for their AI-driven business idea.

This course adopts an innovative, hands-on format that emphasizes learning from real-wold AI-business case studies, and encourages students to creatively apply AI technologies to address societal needs. Throughout the semester, students will be supported by two dedicated coaching teams (technical and business experts) who will guide them in both development and entrepreneurial thinking. The module culminates in a final pitch presentation, where each team presents their startup concept, MVP, and supporting code and documentation.

Entry requirements

It is required to understand, speak and write in English, as all lectures, materials, communications, and course outputs will be in this language.

Each student is expected to come to the first session with a preliminary AI-driven business idea.

It is advisable, though not required, to have followed other data science and business oriented courses before. Specifically, (i) through the course it will be necessary to write R and/or Python code, though the use of AI code assistants will be encouraged; (ii) the course project requires studens' familiarity with the identification of business needs and the formulation of innovative business value propositions. The envisioned format, counting with personalized couching coupled with group work, ensures that students will get the support and complementarity in skills needed to go from value proposition to MVP.

Competencies upon completion

Upon course completion, the students will be equiped with both the core and transversal skillset needed for understanding existing AI-driven business models and succedding in integrating AI technologies into new business products, and navigating the roadmap of creating business value with AI. This includes:

- Indentify societal needs that can benefit from AI-driven solutions and formulate value propositions accordingly.
- Understand and replicate the MVPs of existing successful business leveraging AI as their core value proposition.
- Apply fundamental methods of data science, machine learning and / or AI.
- Design and develop innovative, AI-driven solutions (MVP) tailored to address specific business challenges.
- Critically evaluate the ethical, legal, and technical aspects relevant to the feasibility of their MVPs and deployment solutions.
- Collaborate effectively in multidisciplinary teams and communicate in a compeling manner their business models and MVPs.

Content

- Business ideation and pitch development in groups (hackathon format: from individually identified business needs to team making for collective business ideation).
- Data pipelines: collection, creation, cleaning, structuring, storing.
- Technological stacks and tools: R, Python, APIs, endpoints, databases, models, deployment.
- Replication of AI-driven business real-world use cases.
- Group project: from societal need to AI MVP.
- Coaching sessions: technical and business aspects.
- Pitching and communicating business ideas and products.

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SAI1 - AI Applications in Industry - BWWh261

Teaching and learning methods

- Pitch sessions and feedback rounds.
- Interactive lectures (theoretical and applied).
- Use case analysis and replication.
- Group work and peer learning.
- Expert coaching.
- Project-based learning.

Literature

Readings, case studies, and online resources will be provided via the course platform.

Optional resources (for inspiration):

- Khamis, R., & Buallay, A. (Eds.). (2024). *AI in Business: Opportunities and Limitations*. Springer. https://doi.org/10.1007/978-3-031-48479-7 (access provided by Bern University of Applied Sciences)
- https://huggingface.co/learn

Workload

180h

Contact lessons

14 weekly sessions of 3 hours and 30 minutes each (equivalent to 14x4 classes of 45min each including teaching + exercise sessions).

Attendance requirement

Onsite attendance is not required. For those critical sessions towards team formation and the development of the group project, attendance is highly recommended. One of these highly recomended sessions is the first one.

Competency assessment

Though course output will be delivered in group (MVP), students' competency will both evaluated by their team and individual performance (70%-30%).

Group assessment (70%) will be based on:

- Quality of the group project output in terms of: value proposition, data acquisition and usage, MVP code and prototype, business model.
- Quality of the written report.

Individual assessment (30%) will be based on:

- Contribution to the group project (self-declared and peer-reviewed).
- Ability to answer questions (technical and business) during the final pitch.

Aids for written examination

There will be no "traditional" examination for this module. For the written output, group work report, all types of aids are allowed, including AI (the evaluation of the report will empasize aspects that cannot be merely AI driven, such as reasoning processes).

Mode of repetition

The module can be repeated in the next available semester.

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SAI1 - AI Applications in Industry - BWWh261

Degree programme, semester

BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern
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BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
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BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern

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SAI2 - Innovation through Generative AI - BWWh262

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Rietsche Roman, Wambsganss Thiemo
Module responsibility	Prof. Dr. Thiemo Wambsganss, Prof. Dr. Roman Rietsche

Short description of the module

Businesses and organizations that fail to recognize and harness the potentials of generative Artificial Intelligence (AI) will increasingly face competitive disadvantages. Understanding and deploying AI systems is crucial, but integrating these systems into products and services in an intelligent and user-centered manner to drive innovation and develop future-proof solutions is equally essential.

"Innovation Through Generative AI" bridges the gap between traditional machine learning and advanced generative AI techniques, particularly in natural language processing and large language models (LLMs). By strategically utilizing Prompt Engineering, specific AI outputs tailored to the needs and challenges of users, customers, and modern organizations can be generated.

This course offers an in-depth introduction to the mechanisms and applications of Prompt Engineering, supported by practical examples and projects that students can directly apply to their ideas. The course starts with the basics of natural language processing, the structure, and deployment of LLMs. Participants will learn how to effectively deploy these technologies through prompt techniques to create user-centric innovations.

Participants will not only acquire theoretical knowledge but also develop practical skills, enabling them to consciously and effectively utilize generative AI technologies. The goal is to empower students to fully exploit the opportunities and challenges of AI technologies for innovative business solutions through a combination of theoretical understanding and practical application.

Entry requirements

Basic programming skills in Python and an understanding of machine learning are helpful but not mandatory.

Competencies upon completion

At the end of this course...
... students will be able to explain the fundamentals of Natural Language Processing and Large Language Models.
... students will be able to apply, analyze, and evaluate methods and mechanisms of prompt engineering for business innovation.
... students will be able to explain the opportunities and risks of generative AI for different business use cases.

Content

Course Content and Methodology:

1. **Foundations and Principles of NLP and LLMs**:
2. **Prompt Engineering**:
3. **Application and Prototyping**:
4. **Legal, Ethical, and Social Aspects of AI Use**:

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SAI2 - Innovation through Generative AI - BWWh262

Literature

Selected Papers:

- Training Language Models to Follow Instructions with Human Feedback (2022) by Ouyang, Wu, Jiang, Almeida, Wainwright, Mishkin, Zhang, Agarwal, Slama, Ray, Schulman, Hilton, Kelton, Miller, Simens, Askell, Welinder, Christiano, Leike, and Lowe https://arxiv.org/pdf/2203.02155.pdf
- Fine-Tuning Language Models from Human Preferences (2020) by Ziegler, Stiennon, Wu, Brown, Radford, Amodei, Christiano, Irving https://arxiv.org/abs/1909.08593
- Learning to Summarize from Human Feedback (2022) by Stiennon, Ouyang, Wu, Ziegler, Lowe, Voss, Radford, Amodei, Christiano https://arxiv.org/abs/2009.01325
- How Close is ChatGPT to Human Experts? Comparison Corpus, Evaluation, and Detection by Biyang Guo, Xin Zhang, Ziyuan Wang, Minqi Jiang, Jinran Nie Yuxuan Ding, Jianwei Yue, Yupeng Wu https://arxiv.org/pdf/2301.07597v1.pdf
- Language Models are Few-Shot Learners by Tom B. Brown et al https://arxiv.org/pdf/2005.14165.pdf

Workload

180h

Contact lessons

Every Friday (scheduled time according to study planer)

Attendance requirement

During calendar weeks KW42 (scheduled for the intermediate pitch) and KW49 (scheduled for the final presentation), attendance is mandatory."

Competency assessment

- Creation and evaluation of prompts with reflections on decision (30%): Students will independently or in small teams develop a prototype based on prompt engineering that addresses a user-centered innovation; both the technical and conceptual aspects of the prototype will be assessed (group assessment, individual assessment possible if wished)
- Regular reflections on the prompting process (pass/ fail individual assessment).
- Composition and presentation of a technical report (30%): Each student or team will write an 8-12 page technical report detailing the development process, technical implementation, and user focus of the prototype (group assessment, individual assessment possible if wished).
- Final Presentation and Oral Defense: 15-minute presentation of the project and prototype (30%, group assessment, individual possible if wished)
- Intermediate Pitch: 5 min on user-centered innovation and methodology (10%, group assessment, individual possible if wished)

Degree programme, semester

BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern

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Bern University of Applied Sciences

SBD2 - Data-driven visualization for decision-making - BWWh206

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gomez Teijeiro Lucia, Hadji Misheva Branka, Krebs Michel, Zangger Christoph
Module responsibility	Hadji Misheva Branka
Short description of the module	Data analytics is a crucial tool for companies facing fast emerging and ever-changing business challenges. The aim of this course is to provide a comprehensive overview of tools and methods that support data-driven visualization and decision making. In this course, students will learn how to apply data visualization techniques to real data and financial use cases.
Entry requirements	The course takes a practical approach using R to cover data visualization and exploratory data analysis.
Competencies upon completion	Knowledge of basic statistics Knowledge of basic regression models
Content	Introduction to R Introduction to big data analytics and data science. How data and advanced analytics can support business issues? All things data. Why is data quality important? Collection, cleaning, normalization, transformation, etc. Applied data analysis. Learn how to use and interpret data-driven models and how to present results to different audiences. Digital narratives. Data visualization and storytelling. Univariate, bivariate and multivariate graphs. Time series visualization. Visualization of data-driven models. Interactive graphs. Social network analysis. Best practices. Business implications with markdown (course work). End-to-end data analysis project on real data.
Teaching and learning methods	Theory concerning big data, data analysis and data visualization techniques is explained by the lecturers and discussed jointly with students Individual and team work on the different subjects.
Literature	Kabacoff, R. 2020. Data Visualization in R. Wickham, H. and Grolemund, G. 2017. R for Data Science Empirical research articles to be communicated during the course Online video tutorials on R and R markdown
Workload	180h
Contact lessons	14x4 classes (45min each including teaching + exercise sessions)
Attendance requirement	none

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SBD2 - Data-driven visualization for decision-making - BWWh206

Competency assessment

Group Work (40%): Students will collaborate on a group project that involves analyzing a real-world problem using AI and data science methods. The group will submit a written report and deliver a short presentation summarizing their findings, methodology, and conclusions. Assessment will focus on analytical depth, teamwork, clarity of communication, and relevance to the module content. The group work is assigned in KW 40, the report and the short presentation are due in KW 50

Practical Session (60%): During the last in-person class (KW 51), students will participate in a timed in-class practical assessment designed as a mini hackathon. Working individually, students will solve a data-driven challenge using the techniques covered in the module.

Both components are compulsory and together provide a comprehensive evaluation of students' conceptual understanding, technical proficiency, and problem-solving skills.

Degree programme, semester

BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern

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SDA2 - Software Architecture - BWWh222

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Höhn Sebastian, Singh Siddhartha
Module responsibility	Höhn Sebastian, Singh Siddhartha

Short description of the module

"Being a successful software architect is more than just possessing technical knowledge. Its about thinking like an architect, being a leader, and understanding the architectural elements, patterns, and styles necessary to create effective software architectures."

Neil Ford

A modern software systems must cope with advanced adaptability and scalability requirements. These cannot be added afterwards but must be integrated from the first planning phase by design. Therefore, we will learn how to consider the different requirements when modeling, designing, implementing applications.

Designing such systems considers different views and roles as well as viewpoints and perspectives. We will learn how to use layers and modularity as key design principles of components, applications, and application landscapes.

This enables flexibility when using services. Furthermore, information systems architectures need to consider the current application landscape â## to start from where we are by collecting and evaluating existing legacy systems, determine system parameters, consider technology boundaries, identify organizational constraints

Competencies upon completion

After successfully finishing the course, students

- understand the main aspects of being a software architect
- can explain the difference between architecture and technology decisions
- can analyse techniques and pattern for integration of applications and databases
- understand how to make architecture adaptable to changes in business and technology
- understand application, integration and enterprise architecture frameworks
- can apply techniques, strategies and tools to analyze architectures
- can evaluate the impact of current good practices such as continuous delivery and evolutionary architecture
- acquisition of crucial architecture soft skills, like effective communication in teams

Content

The following topics are planned.

- Basic knowledge and fundamentals of software architecture
- System Design
- Software Architecture Patterns
- API Design
- Domain-Driven Design
- Principles of Micro-Services
- Modern architecture concepts
- Microservices
- Event-Driven Microservices
- Serverless Computing
- API

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SDA2 - Software Architecture - BWWh222

Teaching and learning methods

The module will be taught using different didactic settings. Traditional lectures will provide the necessary input to develop the necessary understanding and knowledge of the subject. Lectures will be complemented by video lessons to allow adaptation to students' different needs in pace and detail in explanation.

The traditional lectures and workshop settings (on premise) will be about 50%. The online and self-learning will be organized in an asynchronous remote setting (video lessons).

Literature

Will be given in the course of the semester

Workload

6 ECTS

Contact lessons

Contact lessons will be taught on premise. Video lessons will be organized as asynchronous and remote sessions. We aim to balance these two to be about 50% each.

Attendance requirement

Workshops and guest lectures will require attendance. Schedule will be published at the start of the semester.

Competency assessment

Three graded assignments through the course of the semester.

A two-part assignments, an group part of the competency assessment, that are weighted 40%. Due dates are in CW 44 and 51.

One assignment as individual grade, 60% (due date CW1/2026).

Generic assessment criteria might include:

- Clarity and completeness of the project deliverables
- Application of theoretical concepts to practical scenarios
- Quality of collaboration and peer feedback
- Effectiveness of solutions and recommendations

The exact assessment criteria will vary for each assignment and will be available on moodle.

Degree programme, semester

BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern

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SDA4 - Hands-on Architecture - BWWh224

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Höhn Sebastian
Module responsibility	Höhn Sebastian
Short description of the module	This module is designed to provide students with practical expertise in the topics of the specialization "software design and architecture" through hands-on experience with realistic case studies in a lab setting. It integrates knowledge from UI/UX, enterprise architecture, and software architecture, allowing students to apply theoretical concepts in practical environments. The module aims to enhance digital skills and architectural best practices, preparing students for real-world challenges in modern technologies and industry standards. All the concepts needed to work on the problems/case studies in that module will be taught in the module. Although, this module integrates a cross-section of knowledge from other SDA modules it can be taken independently of the others. Theoretical foundations will be provided as needed, making it suitable for students to take in any order.
Entry requirements	The knowledge and skills acquired so far during the bachelor program are presupposed.

SDA4 - Hands-on Architecture - BWWh224

Competencies upon completion

Professional Competencies
The students

- integrate knowledge from UI/UX, enterprise architecture, and software architecture
- apply theoretical concepts to practical lab settings and case studies
- understand state-of-the-art technologies and industry best practices

Methodological Skills

The students

- gain hands-on experience with digital environments and tools
- develop and implement solutions for realistic challenges in UI/UX and architecture
- collaborate effectively in group settings and work independently on specific assignments
- utilize tools such as Figma, Archimate, UML, and Python (examples, final tools to be defined during the semester)

Social Skills

The students

- work collaboratively in groups
- participate in peer reviews
- communicate and argue effectively based on group results
- provide and accept constructive criticism

Self-Competencies

The students

- demonstrate confidence in applying theoretical knowledge to practical scenarios
- reflect on their learning processes and outcomes
- independently carry out analyses
- implement improvements

Content

The module will cover:

- Practical application of UI/UX principles
- Enterprise and software architecture best practices
- Hands-on lab sessions with digital environments
- Realistic case studies involving state-of-the-art technologies (e.g., cloud)
- Group projects and individual assignments
- Peer reviews and feedback sessions

Teaching and learning methods

In the lessons

- Practical lab sessions for hands-on experience
- Group work and user testing challenges
- Workshops and coaching sessions with lecturers

Outside the lessons

- Group and individual project work
- Coordinating and collaborating within groups

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SDA4 - Hands-on Architecture - BWWh224

Literature

Published during the semester on Moodle.

Workload

6 ECTS require 180h effort:

- 26-32h face-to-face lessons
- 26-32h online lessons
- 100-120h group and self-study

Contact lessons

Contact lessons will be taught on premise.

Video lessons will be organized as asynchronous and remote sessions.

We aim to balance these two to be about 50% each.

Attendance requirement

Guest lectures **will require attendance**.

The schedule will be published at the start of the semester.

Competency assessment

Three graded assignments through the course of the semester.

Two assignments are graded as a competency assessment as group grade, 40% (due dates CW 44 and 51).
One assignment is graded as an individual grade, 60% (due data CW 1/2026).

Generic assessment criteria might include:

- Clarity and completeness of the project deliverables
- Application of theoretical concepts to practical scenarios
- Quality of collaboration and peer feedback
- Effectiveness of solutions and recommendations

The exact assessment criteria will vary for each assignment and will be available on moodle.

Aids for written examination

There is no written exam.

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern

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WBIS - Business Information Systems - BWWg005

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Bennie Ross, Einsele Farshideh, Hofstetter Matthias
Module responsibility	Hofstetter Matthias

Short description of the module

The course aims to provide students with solid grounding in business uses of information technology in a rapidly changing environment, and to provide discussion of critical issues surrounding the use of IT in organizations in the modern business ecosystem.

Competencies upon completion

Identify, analyze, and propose possible information systems solutions to real world organizational problems. Understand the role of information technology in the acquisition, production, and distribution of goods and especially services throughout the economy. Develop an overview of the uses of information by organizational subsystems, such as operations, finance, marketing, and human resources. Build problem-solving and decision-making capabilities, in particular, with respect to operational issues.

English - crtitical reading skills and writing a summary based on a technical article (may include a short poster presentation).

Collaboration (related: social skills)

- Participate in group discussions (physical and digital)
- Listen and provide constructive feedback

Self-management (related: personal skills)

- Manage time and stress effectively
- Work independently and efficiently doing self-study
- Deal with complexity

Content

- Genres of Business Information Systems (Typologies and Classifications from the bibliography)
- Business information Systems as corporate assets and collective intellectual capital.
- Experimenting with Methodologies: Modelling, Design, Design Thinking (Data and Information Modelling, design based on user requirements, general principles of design thinking applied in the BIS context)
- Business data ecosystems: ownership and lifecycle management
- BIS as the mirror of the company culture and values: development of corporate policies and governance of Business Information Systems
- Information Flows and Information Supply Chains (Business Information Systems as part of supplier and customer networksÂ e.g. CRM and SCM)
- The users perspective: Productivity, efficiency, acceptance, usability, user experience, ergonomics, key performance metrics (implications on ethics); user styles and behavior
- Work with a Data Visualization tool (Tableau) to understand and work with data Visualization

Teaching and learning methods

For the course we shall combine classroom-study and self-study.

4 x 180' will be taught by Prof. Einsele.

English will be presented by Prof. Bennie. (4 x 90').

Prof. Hofstetter will teach 6 x 180' and 4 x 90' (co-teaching with Prof. Bennie).

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WBIS - Business Information Systems - BWWg005

Literature

There will be no textbook for use in the course.

A selected set of research papers and articles will be offered to the students for discussion in the class and for self-study.
Case studies and discussion papers are used in group work by Prof. Hofstetter.

Workload

6 ECTS / 180 h

Contact lessons

Weekly 4 x 45 minutes

Attendance requirement

Week 46

Competency assessment

Assessment will be as follows:

- 20% by Prof. Einsele for Dashboard Project, submission in week 51

- 20% by Prof. Hofstetter for Assignment Papers; Presentation in week 46, Submission of the Assignment Paper in week 46

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

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

- 30% English, presentation in week 46, submission of the English posters in week 45

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

Aids for written examination

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

Mode of repetition

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

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 2 FS, TZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 1 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 6 FS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 6 FS, TZ, Bern

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WDEN - Digital Enterprise - BWWg006

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

Short description of the module

In today's world, continuously shaped by the unstoppable force of digitalization, various aspects of life, such as how we consume, work, communicate, and live, are experiencing significant shifts. These changes signal the rise of a new generation of startups at the forefront of digital innovation, catering to the changing demands of digital consumers and exploring previously uncharted market opportunities. At the same time, well-established companies must develop a solid digital foundation to keep up with this rapidly evolving digital landscape.

This course, 'Digital Enterprise,' is strategically designed for the next generation of Information Systems professionals. It delves into the pivotal transition to a digital-centric society, a transition that challenges traditional business models and necessitates reimagining value chains, organizational structures, and professional roles in digitalization.

We focus on fostering a comprehensive understanding of how digital user needs shape organizational strategies, processes, and IT architecture. We will explore model-based design theories and their practical application in crafting innovative business solutions crucial for steering companies through their digital transformation journey.

As a participant in this course, you will acquire theoretical insights and practical skills essential for designing and shaping the digital core of enterprises.

Entry requirements

Knowledge of the fundamental principles of business administration and information systems (as they are taught in "Grundlagen BWL" and "Grundlagen WI")

Competencies upon completion

Insight into Digitalization and Organizational Impact: Students will develop a comprehensive understanding of the influence of digitalization on businesses. They'll learn to identify the pivotal role of information technology in this shift and grasp various strategies for generating value in a digital environment.
Proficiency in Digital Enterprise Frameworks: They will cultivate a digital mindset and skills necessary to implement the 'Engineering the Enterprises Digital Core' framework in practical scenarios. This includes reshaping organizational structures to enhance their digital core.
Expertise in User-Centric Design and Value Propositions: The course will equip students to design business solutions for user needs. They will master crafting persuasive value propositions and demonstrate their concepts through prototyping.
Analysis and Modeling of Evolving Value Chains: Students will become skilled in examining and depicting the transformation of value chains due to digital advancements. They will distinguish between value creation and value capturing in digital markets.
Understanding of Digital Core and Digitized Services: The course will provide insights into the architectural makeup of a digital core in businesses and the role of IT-enabled services in creating value across various operational facets.
Critical Evaluation of Modern Work Methodologies: They will learn to critically assess and distinguish among various contemporary work methodologies (like Scrum, Less, Safe) and their implementation in a digital context.

Knowledge of Enterprise Architecture and Change Management: The course will offer an understanding of the interplay between enterprise and IT architecture and change management principles to create a digital strateg.

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WDEN - Digital Enterprise - BWWg006

Content

LU01 Introduction, Business Innovation, and Digital Economy - LOOM Q&A
LU02 User is King/Queen
LU03 Create and Capture Value
LU04 Everything Becomes a Digital Service
LU05 Implementing Digital Services
LU06 Digital Strategy and Change Management
LU07 New Ways of Working & Agility
LU08 Embedding in Enterprise Architecture
LU09 Presentation skills training and storytelling
LU10-11 Proposals and reports
LU12 Coaching Final Presentation

Teaching and learning methods

Parallel to the lecture, students apply the methods they have learned in a running case (self-study). In addition to their own work, students assess and evaluate the solutions of their fellow students (peer review). This is intended to promote action and transfer skills. Practical presentations by decision-makers from the business also offer exciting insights into the practical relevance of the course content. Innovative, IT-supported online tools are used to promote the review of learning objectives, increase interactivity, and promote self-assessment skills during and after the lecture. The content, procedure, components, and assessment criteria of the examinations are explained in detail in the lecture.

Literature

1.Optional:

Brenner et (2014). "User, Use & Utility Research", Wirtschaftsinformatik (56:1): pp. 65-71.
Fließ & Kleinaltenkamp (2004). "Blueprinting the service company: Managing service processes " Journal of Business Research (57:4): pp. 392-404.
Gordijn (2002). "E3-Value in a Nutshell",
Krcmar (2015). " Informationsmanagement". Springer Berlin
Leimeister (2020). "Dienstleistungsmanagement und -engineering", Berlin: Springer Gabler
Leimeister (2015). "Einführung in die Wirtschaftinformatik (12. Auflage)", Berlin: Springer Gabler
Österle, Höning & Osl (2011). Methodenkern des Business Engineering.

Workload

180 hours (6 ECTS)

Contact lessons

8 learning units with each 4*45-minute lecture.

4 learning units include presentation skills training, writing business messages and coaching

Final presentation at the end of the semester.

Attendance requirement

Attendance is mandatory for the final presentations

WDEN - Digital Enterprise - BWWg006

Competency assessment

The module includes two integrated assessments:

20 points for IT-based peer feedback and reflections:

- Pass or fail

80 points Final Presentation includes:

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

Overall 100 points

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

Aids for written examination

No written exam

Degree programme, semester

BSc Digital Business & AI, 2026-2027, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 2 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 4 FS, VZ, Bern

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WENG - English - BWWg002

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Foundation level
Lecturer(s)	Bennie Ross, Bürki Jacqueline
Module responsibility	Bennie Ross, Bürki Jacqueline

Short description of the module

This module aims to:

- to develop your oral Business English language skills as well as your research skills
- to expand on your business vocabulary
- to develop an understanding of how to work with people from different cultural backgrounds

Entry requirements

- Vocational baccalaureate diploma
- CEFR B2+ level of English

Competencies upon completion

Students

- can reflect on and develop their intercultural competence development
- can discuss and present theoretical foundations and practical applications from the field of culture and business topics applicable in a corporate environment.
- can conduct academic research and develop an annotated bibliography
- can give effective mini and longer presentations in English (structure, business vocabulary, signposts, etc)
- can work efficiently and effectively in groups.

Content

This course will introduce a variety of themes from today's business working environment such as: understanding the role of culture, communicating across cultures, businesses expanding abroad, expansion strategy, looking at the 'environmental' factors, managing projects, and motivating and leading people.

Skills:

- preparing and developing an annotated bibliography
- preparing and participating in a longer presentation
- undertaking reflective writing tasks
- reading and understanding business case studies

Vocabulary building, grammar revision, presentations skills. Reflective writing skills will be introduced and practised.

WENG - English - BWWg002

Teaching and learning methods

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

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

Time proportions (6 ECTS, 180 hours):

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

Literature

Course material will be found on Moodle.

Mandatory Coursebook:

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

OR

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

Workload

180 hours (6 ECTS points)

Contact lessons

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

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

Attendance requirement

- first week of semester CW38
- two Moodle-based vocabulary tests (see timetable: CW41 & 45)
- pre-presentation coaching (see timetable: CW46)
- final presentation (see timetable: CW49/50/51)

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

Absences covered under Art. 22 of the "Rahmenreglement fur 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.

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WENG - English - BWWg002

Competency assessment

1. Annotated bibliography of presentation sources, mid-term, submittted a few weeks in advance of the presentation (see below). If this document is not completed to the satisfaction of the lecturer, the group will not be permitted to make its presentation (CW45).
2. One 25-30-minute group presentation, based on research, **integrating** cultural aspects, business topics, and presentation language (**70%** group/individual grade). In class time, towards the end of the semester (CW49/50/51). **To complete the module successfully, a student must achieve a grade of at least 4 for the presentation**.
3. Two 20-minute Moodle vocabulary tests (multiple-choice cloze) in class time (CW41 & 45) during the semester (2 x 15% = **30%**, individual grade).

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

Aids for written examination

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

Mode of repetition

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

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

Follow-up modules

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

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

Specialised and method modules:

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

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

Degree programme, semester

BSc Digital Business & AI, 2025-2026, 1 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 6 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 2 FS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 6 FS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 6 FS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 4 FS, TZ, Bern

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WSBU - Sustainable Business - BWWh005

ECTS	3
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Binder Judith, Frecè Jan Thomas
Module responsibility	Frecè Jan Thomas

Short description of the module

Introduction into the sustainability perspective with focus on corporations and corporate sustainability, corporate values, sustainable management, sustainability in the digital domain. The acquired theoretical knowledge is applied practically during the semester.

Entry requirements

None, this is a foundation level module

Competencies upon completion

Subject: Students...

As understand the most relevant basic terms, concepts and models related to sustainable business and apply them to real-world scenarios.
recognise (current and future) global ecological, social and economic problems and challenges and can assess their significance and their interaction with the economy
improve their understanding of the complex interactions between different parameters of sustainability (i.e., individuals, policy, society, financial system, companies)
know economic and corporate concepts and approaches linked to sustainable development and can assess these in real-world examples

Method: Students...

- learn to use data to analyse sustainability topics in an evidence-based and critically reflected way
- adopt an open-minded approach to sustainability issues
- practice self-learning

Social: Students...

- practice discussing and presenting arguments with lecturers and classmates in order to benefit from their experience and enlarge their own knowledge and perspective

Self: Students...

- learn to reflect about economic, environmental and social impacts of their individual (consumer) behaviour
- are sensitized for the need for sustainable development

Content

- The Concept of Sustainability
- Sustainable Development vs. Corporate Sustainability
- Pitfalls of Sustainable Resource Management
- Functional Corporate Values and Corporate Sustainability
- Circular Economy and Sustainability
- Social Innovation
- Sustainability in the Digital Realm

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WSBU - Sustainable Business - BWWh005

Teaching and learning methods

Methods:

- Theoretical input
- Case-based practical work (alone and in groups)
- Group presentation

Literature

Reader "Sustainable Business": https://link.springer.com/book/10.1007/978-3-031-25397-3

Workload

90 hours in total

per week:

- 1.5h of presence time (total: 21)
- 4.9h of self-learning, presentation group work

Contact lessons

14x2 lectures - 1.5 hours per week

Attendance requirement

- Presence in the first week of the module
- Presence at guest presentation (date will be communicated, when available)
- Presence at the final presentation (official oral exam week)

Competency assessment

50% - Group presentation (individual marking)

50% - Individual, written, electronic test during exam week using exam stick (45 minutes, closed book, except reader in Moodle)

The students are expected to answer the exam questions with self-formulated sentences. Copy/paste of an entire sentence or another part from the reader is NOT considered a valid answer.

Both, the exam and the group presentation are graded individually with 0.5 steps.

Aids for written examination

BFH-provided reader

Mode of repetition

In the event of an unsatisfactory overall grade (<4), students have the opportunity to repeat the unsatisfactory sub grade(s) (<4) in order to improve the overall grade to 4.0

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WSBU - Sustainable Business - BWWh005

Degree programme, semester

BSc Digital Business & AI, 2026-2027, 3 HS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 6 FS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 6 FS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 8 FS, TZ, Bern
BSc Business Information Technology, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 6 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 6 FS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 4 FS, TZ, Bern
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BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
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BSc Business Information Technology, 2025-2026, 6 FS, VZ, Bern
BSc Digital Business & AI, 2027-2028, 7 HS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 8 FS, TZ, Bern

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WVWL - Economics - BWWh027

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

WVWL - Economics - BWWh027

Competencies upon completion

Subject specific
Sudents should be able to

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

Problem solving/critical thinking
You

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

Collaboration (social competences): You

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

self-management (self-competences): You

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

Dealing with complexity: You

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

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WVWL - Economics - BWWh027

Content

The module is essentially divided into two themes:

Microeconomics
Macroeconomics

Subject content taught:

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

Teaching and learning methods

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

We will make considerable use of podcasts and short videos

Literature

Literature

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

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

Workload

90 Hours

Contact lessons

14 lectures @ 90 minutes

Attendance requirement

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

WVWL - Economics - BWWh027

Competency assessment

Short tests and a final exam

Short tests (30%)
3 short 15 minute tests (calendar weeks 41, 46, 50) on basic terms in economics and topics that we have covered in class and in self-study in the preceding weeks. (10% each, total 30%)
The short tests must be done on-site and may not be done remotely.
Grading follows standar BFH regulations each test is graded separately.

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

Aids for written examination

Dictionary (mother tongue <-> English)

BFH pocket calculator

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

Mode of repetition

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

Final exam: Moodle exam in the standard exam window.

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

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

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

Follow-up modules

Elective modules:
Real world economics
Social innovation

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WVWL - Economics - BWWh027

Degree programme, semester

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BSc Digital Business & AI, 2027-2028, 6 FS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 7 HS, TZ, Bern
BSc Digital Business & AI, 2028-2029, 7 HS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 8 FS, TZ, Bern
BSc Digital Business & AI, 2027-2028, 5 HS, VZ, Bern
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BSc Digital Business & AI, 2025-2026, 4 FS, VZ, Bern
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BSc Digital Business & AI, 2026-2027, 6 FS, TZ, Bern
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BSc Digital Business & AI, 2026-2027, 4 FS, TZ, Bern
BSc Digital Business & AI, 2026-2027, 5 HS, VZ, Bern
BSc Digital Business & AI, 2026-2027, 6 FS, VZ, Bern
BSc Business Information Technology, 2025-2026, 8 FS, TZ, Bern

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EAWE - Academic Writing in English - BWBh007

ECTS	3
Study language	English
Module type	Optional module (countable)
Module level additive	Advanced level
Lecturer(s)	Sichtmann Christina
Module responsibility	Sichtmann Christina

Short description of the module

Students who decide to study or work in international environments require the ability to conduct research in English and write academic papers and reports using standard stylistic and formal conventions. In this course, students will learn how to read and write academic papers. In addition, they will get to know and apply basic writing techniques that help them to better write and structure academic texts in English.

Entry requirements

This optional module is targeted at and designed for students with a minimum C1 level.

There are only a limited number of places available.

Competencies upon completion

Subject: Students
- can use their own research to write academic papers in English at a C1 level of competence and above

Method: Students
- can plan and execute an academic writing project to a fixed deadline
- can transform raw data and the research of others into standard academic prose
- can apply formal and stylistic conventions to their own written texts
- can reflect critically on their own writing and the writing of others
- can apply creative writing techniques such as freewriting and clustering

Social: Students
- can give and receive feedback in an appropriate manner
- can participate in the discourse community of English-language study programmes

Self: Students
- can manage the temporal and intellectual demands of an academic writing project
- can apply thier own critical reflection and that of others towards improving their English-language competence
- can perform confidently and successfully in English-language academic context

Content

The course has been designed with the aims to provide students with the skills and knowledge to write a paper in the context of university systems

Teaching and learning methods

The course combines theory and practice. Writing, peer review, and revising takes place in almost every class to create a collaborative learning environment.
Outside of class, students will be required to read in preparation for class discussions, work on an academic paper and write a daily diary. Scripts will be provided by the lecturer and uploaded to Moodle.

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EAWE - Academic Writing in English - BWBh007

Literature

There is no specific literature required for this class. Weekly readings will be provided to generate an academic discourse.

Workload

90 hours

Contact lessons

24 lessons

Attendance requirement

There is no mandatory attendance for this module except for the presentations in weeks 46 and 48.

Competency assessment

- 1-page proposal about project (individual work, due week 44): 25 %
- in-class oral presentation (individual work, due week 46): 25 %
- writing project (individual work, due week 1/2026): 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 Business Administration, 2025-2026, 3 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern

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EBIP - Business & International Policymaking - BWIh018

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gees Thomas
Module responsibility	Thomas Gees (Lecturer Institute Public Sector Transformation)
Short description of the module	Economics depend on regulations, societal values and political restrictions. The European Union is creating important frameworks of relevance to the public as well as the business sector. Legislation at the european level is often the product of multistakeholder deliberation processes, in which corporate interests can play an important role. The module is a cooperation with University of Applied Sciences and Arts Karel de Grote (KdG) Antwerp. Teaching together with Students from KdG, virtual and 4 days during the study trip to Antwerp, students are going to develop strategies to shape new business opportunities facing the European Challenge of the Green Deal Program. In order to achieve theambition set by the European Green Deal, both the private and public sector have to work together.
Entry requirements	Environment of the International Firm

EBIP - Business & International Policymaking - BWIh018

Competencies upon completion

Learning Goals

- The students know the theoretical basis of the policymaking process, specifically within the EU. They also understand the functions and influence of key EU institutions and corporate stakeholders.
- Taking the example of the Green Deal, the students know how to map stakeholders and their interests and can evaluate their impact factor.
- The students understand what challenges stakeholders face in the implementation of regulations and how they communicate about it.
- The students can reflect on what they have learned in Blocks 1-3 and can draw comparisons between Switzerland and Belgium.
- The Global Citizen is in touch with worldwide business values and trends. He/she respects ethical and cross-cultural standards and acts accordingly.

Problem Solving

- The Critical Explorer unwaveringly sinks his/her teeth into a topic until his/her curiosity and hunger for accurate and relevant information is satisfied, thereby separating essentials from side-issues. He/she critically analyses this information and uses it as the basis for well-founded recommendations.

- The student autonomously colle ŧ cts, analyses, interprets and evaluates data.

Collaboration

- The student recognizes and values diversity, and functions and performs in a intercultural and international environment

Self-Manamgent

- The Student performs every task in a systematic and accurate way with an eye for detail.

- The Student demonstrates a ciritical inclusive attitude

- The students work in a team consisting of students from different countries and they continuously and reflect on their personal development in that team

C omplexity

- The student follows international business trends and current affairs, and applies these new insights.

- The student acts as a dealmaker using knowledge, experience emotional intelligence and negotiating skills.

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EBIP - Business & International Policymaking - BWIh018

Content

- Block 1: Green Deal: action plan and theoretical framework

- Block 2: Stakeholder s impact in the creation of the Green D eal

- Week 1 period 2 : Visit of European institutions and stakeholders involved in the Green d eal

- Block 3: Interview businesses on the way they implement Green Deal in their company

- Block 4: Comparison of both countries' implementation of the Green Deal in Business

Teaching and learning methods

- Presentations
- Teamwork
- Research and analysis
- Visiting international institutions
- Stakeholder Map

Literature

Kenealy, Daniel; Peterson, John; Corbett, Richard (Eds.) (2018): The European Union. How does it work? Fifth edition. Oxford, New York: Oxford University Press (The new European Union series).

(The lecturers will provide a list during the module)

Workload

The 6 ECTS 180h effort is divided into:

- approx. Inpout sessions / study trip 55 h
- approx. Coching self Study 55h
- individual preparations of assignments 70 h

Contact lessons

Detailed:
- Presence: 9 x 4 / Study Tri p = 55 h (30%)

Attendance requirement

Study Trip Antwerpe / Bruxelles (12.-14 november 2025)
Please note you have to travel already the day before (11.11.2025).

Travel and accomodation costs on your own.

This module counts for the international exposure experience.

Please note that taking part in the study trip is mandatory.

Competency assessment

4 Presentations Group work, group grade (80%)

1 Personal reflection paper (20%)

The group work is a specific learning method - the only individual assignment will be the personal reflection paper

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EBIP - Business & International Policymaking - BWIh018

Comment

Max. Number of Students: 24

The module is a ccopartion with KDG University Antwrerpe (COIL)

Degree programme, semester

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BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
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BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern

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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	Andrea Wehrli

Short description of the module

Knowledge of German is explicitly not a requirement for this course. This module is designed as a "survival kit" for incomming students to feel more confortable in a new University context and to actively participate in everyday and student life in a diglossic German-speaking environment as the city of Bern. It addresses topics such as making contact and friends, studies and work, travel and countries, shopping, home living as well as cultural experiences when living in a multilingual environment.The course content focuses on the development of the necessary vocabulary and its communicative use as a door opener for initial oral and written contacts.The diglossic challenge (coexistence of Swiss German and Standard German) in the real living environment of the city is an integral part of the discussion.

Entry requirements

Openness and curiosity

Competencies upon completion

Subject: Students
At the end of the course students will be able to
- take the first steps in interacting with German speakers and communicating on a basic level in German in some everyday situations at university, at work, in the supermarket, in a restaurant, at public authority offices, when looking for accommodation and when travelling
- use sentences and expressions to satisfy specific needs of daily life at university and at work
- be able to describe themselves, their preferences and the area in which they work
- ask others about themselves and answer questions on where they live, their hobbies, tastes and interests - know how to get support from digital tools.

Method: Students
- Develop personal learning methods (including the use of digital tools)

Social: Students
- Command active oral communication in everyday situations
- Ask and answer open and closed questions
- Actively initiate and engage in small-talk

Self: Students
- Learn grammar, pronunciation and conversation situations on their own
- Implement and expand on what they have learned outside the classroom

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EG4B - German for Beginners - BWBh011

Content

Pronunciation
Basic grammar
Greeting and small-talk
Hobbies and sport
Studies and work
Eating, drinking and shopping
Visiting a restaurant
Telling the time
The weather
Home living and household
Dealing with public authorities
Looking for accommodation
Travel as well as aspects of languages and cultures in the lives of incoming students in a multilingual environment

Teaching and learning methods

Input explanations, conversations in groups and pairs, role play, exercises also with online tools and AI.

In classroom and online (vitual classroom)

Literature

Indispensable literature:
- will be discussed in the first session

Recommended literature:
- Dictionary (online)

Workload

60 hours

Contact lessons

20 lessons

Competency assessment

CW44: 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 report can be submitted (to be submitted in the last semester week).

Comment

This course (A.0) is exclusively for exchange students (Incoming-Students) and for students of the BSc International Business Administration without any prior knowledge of German nor Swiss German.
If language competences are too high, participants may be excluded from the course.

Degree programme, semester

BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 1 HS, VZ, Bern
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EGEC - The Economics of Gender - BWIh017

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Fernandes Ana
Module responsibility	Fernandes Ana
Short description of the module	Men and women follow very different labor market paths on average: men earn higher wages than women, even though women attain higher levels of education, and they concentrate in different occupations. Further, females are under-represented in the political sphere and high-powered occupations, and they also take on a higher share of household chores and childcare. Why do these differences materialize? Are they a problem? Should families or governments do something to change these outcomes? This course provides an overview of the recent literature in economics documenting gender gaps in a range of domains, as well as the factors driving those gaps, and further evaluating the effectiveness of different policies in mitigating them. The literature followed will have mostly an empirical focus (rather than theoretical), giving the course a very applied understanding of real-world problems. It will nonetheless bring the students in contact with state-of-the-art research on the topics of the course. Although the topics will be presented from an international perspective (i.e. cross-country trends), there will be frequent connections to the Swiss economic reality.
Entry requirements	IEFI (or other introductory economics courses)

EGEC - The Economics of Gender - BWIh017

Competencies upon completion

Subject:

Students:

- Gain a scientific understanding of gender issues from an economics perspective
- Become aware of gender issues in societal discourse
- Are able to critically analyse those issues through a scientific lens
- Gain a deeper understanding of the complexity and multidimensionality of gender problems in an economic context
- Can identify suitable policies to address gender issues as well as the expected results of those policies

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

- Become aware of one's own biases concerning gender and diversity
- Understand the implications of their own actions as future leaders/decision makers/workers/individuals in the areas of gender and diversity
- Develop their own self-knowledge in terms of how to position themselves personally and socially concerning gender issues

Content

The topics covered include:

- What is the economics of gender and why do we need such a subject?
- Gender gaps in the labor market (wages, occupational segregation, the "glass ceiling," ...) -- cross-country evidence
- Economics of the household and trends in labor market participation
- (Some) explanations for wage variation across individuals and jobs
- Labor market discrimination
- Gender differences in psychological traits (such as competitiveness and risk-aversion)
- The role of children, gender roles and culture
- Econmic policy (public policies and corporate measures)

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EGEC - The Economics of Gender - BWIh017

Teaching and learning methods

Lectures, student presentations, padlets, group discussions and in-class debate.

Literature

Readings:

1. Textbook: Blau, Francine D. and Anne E. Winkler (2022) *The Economics of Women, Men and Work* (Ninth Edition), Oxford University Press.

2. Textbook: Jacobsen, Joyce P. *The Economics of Gender* (Third Edition), Blackwell Publishing

3. Papers for presentations made available in the Moodle course page.

Two copies of each text-book will be available from the library. One copy is a "resident" copy, due to be returned on the same day of consultation. The other copy can be borrowed and taken home. Textbooks complement the class notes in Moodle. This form of book access (through the library), allowing you to photocopy parts or chapters that you believe are important, should be sufficient for the course.

Workload

90 hours

Contact lessons

28 lessons (double weekly lessons during 14 weeks)

Attendance requirement

There will be two in-class tests/essays for which attendance is compulsory. Those will take place in calendar weeks 44 and 50. Out of respect for class mates and to enhance comprehension of the topics, attendance of all presentations/classes is highly recommended.

Competency assessment

The proof of competence will be based on a presentation and two essays, the latter taken in the form of in-class tests. The presentations will take place during the entire semester. A calendar will be made available at the beginning of the semester and students will be able to select a date for their presentation. Presentations can be individual or in groups of two. If in a group, each student will be independently evaluated for their performance. The presentation will account for 30% of the grade and the tests for the remainder 70% as follows: the highest essay grade will receive a weight of 40% and the lowest essay grade will receive a weight of 30%.

Final grade = 0.3 x grade(presentation) + 0.4 x max(essay 1, essay2) + 0.3 x min(essay1, essay2)

Aids for written examination

None (closed book exams/essays).

Follow-up modules

HR, Global Management, Sustainable Business

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EGEC - The Economics of Gender - BWIh017

Degree programme, semester

BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern

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EILE - Leadership - BWIh009

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Straub Caroline
Module responsibility	Prof. Dr. Caroline Straub

Short description of the module

Leadership captures the attention of movie makers, historians, politicians, organizational scholars and practitioners, to name but a few. The crux of our curiosity centers on questions like: What makes an effective leader? What drives leaders? Who becomes a leader? How do we evaluate leadership? How do leaders exercise influence?....among others. For the past 50+ years scholars of organizational behaviour have invested considerable thought and research energy into answering these questions in the form of models, theories and paradigms of leadership. As our world becomes increasingly complex and dynamic, it is difficult for any one theory to truly address our questions and provide the insights we seek. Instead today's leadership theorists are taking a radically different approach to understanding leadership. It is person specific and requires individual ownership for deciding "what works" and "how to do it". The overall objective of this course is to explore various aspects of leadership with the goal of developing a unique leadership model suitable to our times.

Entry requirements

- None

Competencies upon completion

Subject: Students
- explain tasks, roles, and processes in organizational knowledge management
- explain the basics of artificial intelligence
- explain the use of decision support systems
- explain the major activities und work products in building and managing systems

Method: Students
- analyze and visualize business data

Social: Students
- engage in computer-based collaboration
- cooperate effectively in case studies

Self: Students
- reflect their different roles and activities

Content

Theories of leadership, motivation, ethics, bad leadership, culture, exercising influence

Teaching and learning methods

Each week students receive a 45min podcast lecture (asynchron at home) followed by a 45min discussion and application lecture (via Teams).

Literature

Literature will be provided for each session on moodle.
A text book that covers the course content: Peter G., Leadership, Theory and Practice, SAGE Publications Ltd., ISBN 978-1-4833-1753-3

Workload

90 hours

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EILE - Leadership - BWIh009

Contact lessons

28 lessons
Start of the course is the first lecture week (CW38).

Attendance requirement

In the first session and four your group presentation.

Competency assessment

The proof of competence takes place during the semester through:

- Group work: a presentation during the semester - starting second half of the term, weight 80%

- Individual work: Five equally weighted self-reflection exercises in the first half of the semester - weight 20% in total.

To the group work: The proof of competence checks whether students can apply leadership knowledge in a practice-oriented manner or to a specific case. Since in practice solutions are often not developed alone but in a team, this proof of competence is based on group work. The didactic concept, which is in line with the SDGs, supports the promotion of 21st Century Skills: Communication, Collaboration, Creativity, Critical Thinking. The proof of competence checks these abilities by evaluating exactly these skills.

Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern

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ETAX - International Taxation - BWIh008

ECTS	3
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Fankhauser Daniel, Rascón Alberto
Module responsibility	Rascón Alberto

Short description of the module

Introduction to general concepts of taxation (Personal, Corporate and Value Added Tax) based on Swiss Law. Introduction to International Taxation problems like Double Taxation and Transfer Pricing.

The module introduces the basic concepts of taxation:

- What is a tax?
- Who can tax?
- Why do we tax people?
- Introduction to Income Tax
- Introduction to Corporate Tax in Switzerland
- Introduction to Value Added Tax
- OECD double taxation Treaties
- Rules for Transfer Pricing.

While the module is oriented to international taxation most examples and rules will be based on Swiss Law.

Entry requirements

· BBA: Rechnungswesen / Economics

· IBA: Accounting / Environment of the International Firm

ETAX - International Taxation - BWIh008

Competencies upon completion

Specialised skills: Students

- will understand the Swiss and international tax frameworks
- will understand the International tax framework
- will analyse and evaluate Taxation Risks of their firms
- are able to execute a tax optimization
- are able to judge management activities related to international Taxation

Problem solving/design thinking: Students

- are able to criticise tax structures
- will foster their problem-solving skills.
- will relate their other business problems (topics) to tax decisions.
- will formulate propositions to reconcile stakeholders' positions when taking a tax decision.

Collaboration skills: Students

- will foster the collaboration skills by working in multidisciplinary groups
- will develop their multicultural skills by working in an international framework
- will increase their leaderships' skills.

Self-management: Students

- will develop their reasoning's on law concepts
- will identify practical application of tax issues
- will learn to deliver work group under stress situations

Dealing with complexity: Students

- will be confronted with a case where no "correct" solution exists.
- will be confronted with different and diverse stakeholders
- will be confronted with multicultural groups of different backgrounds and mentalities

ETAX - International Taxation - BWIh008

Content

Week 1) Introduction to Tax. Traditional lecture with debate about the role of the state

Week 2) Characteristics of a Tax Traditional Lecture

Week 3) Personal Income Tax. Basic Concepts. Traditional Lecture, complemented with a simple case of a Taxation optional for the students.

Week 4) Principles of Corporate Taxation. Traditional Lecture. Focus on Tax Planning. (Exercises)

Week 5) Principles of Corporate Taxation. Traditional Lecture. Focus on requalification of taxable dividends into tax-free capital gains, (Exercises)

Week 6) VAT 1 (Structure of the tax). Traditional Lecture

Week 7) VAT 2 (Special rulings and practical issues)

Week 8) VAT 3 (Practical Exercises)

Week 9) OECD double treaty. Analysis of the Model Tax Convention on Income and on Capital from the OECD. Debate.

Week 10) Introduction to Transfer Prices. Associated enterprises and the arm's length principle.

International Tax Week. (Week 47) During this week the students will make a field trip to participate at the International Tax Week (ITW).

Teaching and learning methods

Didactic concept of module

Direct contact sessions: 20 x 45 min. = 15 hr.

Exercises: 10 hr.

Self Study including exam preparation: 33.5 hr.

Final Exam: 1.5hr.

ITW Lectures: 6 hr.

ITW supervised work: 15hr.

ITW Self-study including preparation: 9hr.

Proportions assigned to self-study/classroom sessions/online study

For example: lectures, exercises, coaching

ETAX - International Taxation - BWIh008

Literature

Required:

- Federal Tax Administration: "The Swiss Tax System" 2nd edition (https://www.efd.admin.ch/efd/en/home/steuern/steuern-national/the-swiss-tax-system.html)
- OECD "Model Tax Convention on Income and on Capital" Condensed VERSION 2017
- OECD "Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations" 2017
- Pasquale Pistone et al. "Fundamentals of Taxation. An Introduction to Tax Policy, Tax Law and Tax Administration" July 2019 ISBN: 978-90-8722-537-7
- Federal Act on Value Added Tax

Workload

90 hr.:

Direct contact sessions: 20 x 45 min. = 15 hr.

Exercises: 10 hr.

Self Study including exam preparation: 33.5 hr.

Final Exam: 1.5hr.

ITW Lectures: 6 hr.

ITW supervised work: 15hr.

ITW Self-study including preparation: 9hr.

Contact lessons

Direct contact sessions: 20 x 45 min. = 15 hr. +ITW Lectures: 6 hr.

Attendance requirement

Attendance to the **International Tax Week (ITW) is compulsory on week 47**. Students will be required to pay accomodation fee for this week.

The cost will be 340.- EUR Including:

- 4x overnight stay
- 4x breakfast
- 3x lunch
- 3x dinner
- Tea/coffee/filtered water + biscuits and cookies refreshed throughout the day

The booking of the accomodation will be done by the BFH.

This year the ITW will be organised by Artevelde University College Ghent in the city of Ostend, BE from:

Monday 17th to Friday 21th November 2025

Students must be at the venue on Monday 17th November before 16:00

(Travel fee is not included. You have to book your own trip to Ostend)

This module counts for the international exposure experience which is mandatory for regular IBA students (please note that taking part in the study trip is mandatory).

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ETAX - International Taxation - BWIh008

Competency assessment

Written exam: End of semester (CW3 / 4), Duration 90 minutes. 2/3 of GRADE

International Tax Week: Individual grade based on performance of the group. (resolution of a case) 1/3 GRADE.

The lecturers keep the right to give extra points during the class or for special homeworks to the students with the main propose to encourage learning.

Aids for written examination

Learstick will be implemented with access to Excel.

BFH calculator

printed dictionary (mother tongue - examination language)

Open Book exam

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

Mode of repetition

If the weighted average of the ITW (1/3) and the test (2/3) is lower than 3.75 the module will be failed.

The student can choose to:

1. retake the exam in the second round of examinations, keeping the grade of the ITW or;
2. retake the whole course in the following available session.

Comment

Please notice that the module has a limit of 25 students

Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern

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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	Michel Krebs
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	• Descriptive statistics • Probabilites • Inductive statistcs • Data exploration • Data visualization • Supervised and unsupervised machine learning • Simple and multiple regression
Teaching and learning methods	Four lessons weekly with built in exercise classes. We follow an interpretation of the flipped classroom method. Every week, a new concept is introduced with a hands-on case study. Real economic data is used to illustrate the topic. Students prepare in advance to the weekly case. Short tests check the reading assignments. In class, we find the solutions together by manipulating the data with their statistical software tool. Regular chapter review test and homework throughout the semester.
Literature	Business Analysis 3th Edition, James R. Evans, Pearson The ebook is part of the MyMathLab-learning software and is available to the students for free.
Workload	6 ECTS correspond to about 180 working hours.
Contact lessons	4 contact lessons per week

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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 41, 45, 48 and 51.

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 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

Any quantitative and data driven modules

Degree programme, semester

BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern

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IBLW - International Business Law - BWIh004

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

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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, 5 HS, VZ, Bern BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern

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IECO - Economics - BWIh005

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

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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
- 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

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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, 3 HS, VZ, Bern BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern

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IFMA - Financial Management - BWIh001

ECTS	6
Study language	English
Module type	Compulsory module
Module level additive	Advanced level
Lecturer(s)	Bächli Sandro, Kwuida Léonard, Rascón Alberto
Module responsibility	Bächli Sandro
Short description of the module	The module Financial Management (Finanzmanagement) provides an introduction to the theory, the methods, and the concerns of corporate finance. The focus of this course is how to make optimal corporate financial decisions.
Entry requirements	• Basic knowledge of accounting 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

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IFMA - Financial Management - BWIh001

Teaching and learning methods

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

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

Literature

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

Workload

180 hours

Contact lessons

56 lessons

Attendance requirement

None

Competency assessment

- Partial proof of competence 1 (weight: 34 %): **Two graded homework assignments** during the semester, midterm (CW44) and towards the end (CW50). => Individual Assessment
- Partial proof of competence 2 (weight: 66 %): **60-minute written exam plus an additional 10 minutes** because of the "learnstick"; during the official exam period (CW3&4). => 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
- Two A4-sheet double-sided or four 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 60-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, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern

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Bern University of Applied Sciences

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	David Risi

Short description of the module

This module provides students an understanding of the global context of business and management issues. Students learn important approaches to ethics and apply them to various problems, dilemmas, and risks that arise in a globalized economy. It is designed to help students learn the fundamentals of international management and business ethics.

Competencies upon completion

Specialized skills:
- Global business context.
- International management
- Ethical and business ethics theories
- Cross cultural mamangement

Problem Solving /Design Thinking: Students
- learn to apply theoretical frameworks when analyzing case studies.
- develop their digital skills through online activities and self-study
- improve problem-solving by working in groups
- improve their competence in dealing with abstract content
- improve their competence to interpret texts and to lead argumentative discussions.

Social: Students
- develop collaboration skills in an international /multi-cultural setting.
- understand others needs and expectations.
- are able to articulate one's own ideas
- can solve problems, cooperate and negotiate with others
- can read social situations accurately

Self-management: Students
- develop a better understanding of why working in an international environment can lead to conflict and dilemmas.
- develop a higher degree of self-awareness during guided self-study task
- Express themselves in front of their group and can improve self-confidence

Content

- Acculturation strategies
- The political, social, economic environments /Cultural environment
- Reasons to go international
- Managing across cultures
- Corporate Social Responsibility (CSR) in a global context
- Applied business ethics
- Virtue ethics, Duty ethics , Utility ethics

Teaching and learning methods

- Lectures
- Group discussions
- Case-studies
- Online discussion forum
- Coaching

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IMBE - International Management and Business Ethics - BWIh002

Literature

Literature is provided by lecturers in electronic form via Moodle

Workload

6 ECTS

Contact lessons

The module is composed of 28 lessons

Attendance requirement

Attendance is mandatory in the case of the presentation of the Final Group Project and the Online Midterm test, which both take place on Campus.

Attendance at the first meeting of the semester is also mandatory when the group allocation is carried out on-site. It is not possible to register for the group work at a later date.

The above-mentioned dates on site fall in the following calendar weeks: CW38; CW45; CW48; CW49; CW50.

Please note, however, that changes cannot be ruled out. Please check the program on Moodle to be up to date.

Competency assessment

Individual grading:

- Online Midterm test in CW45 (electronic format) as per schedule on Moodle: 30%
- Online activities participation during the course: 10%

Collective grading:

- Final Group Project as per schedule on Moodle: 60% (s. also under "Attendance requirement" regarding the timely registration for the group work)

In justified cases an unsatisfactory individual grade may be awarded for group work (e.g. in the case of obviously inadequate performance or poor commitment on the part of individuals).

Aids for written examination

Print dictionary (English - Student's mother tongue)

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

Mode of repetition

The following rules apply to students who repeat the module (on condition that the assessment components remain the same in the semester in which the student is repeating the module):

Repeat students have to repeat those assessement component which they failed. The grades they got for the assessment component they passed will be carried over.

Degree programme, semester

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BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern

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SBF1 - Security Markets & Behavioral Finance - BWBh241

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Bächli Sandro, Rascón Alberto
Module responsibility	Sandro Bächli

Short description of the module

Students will work in investment teams and simulate the investment process of a bank:

- Finding suitable financial data
- Write investment research papers
- Implement the investment decision (TAA)
- Measure the performance of the portfolio (Excel)
- Presenting the investment decision and performance to the client (coach)

The module is a mix between traditional- and flipped classroom teaching: The course consists of lectures, tasks and coaching/client meetings.

Entry requirements

BFMA or IFMA

For this course, it is essential to have attended a financial management module beforehand!
Knowledge of the following topics is essential:

- Macroeconomics, Interest Rates, Forex
- Fundamentals of Financial Markets
- Basics of Portfolio Management & Risk vs. Return
- Exchange Traded Funds (ETFs)
- Excel (performance calculations are carried out with Excel)

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SBF1 - Security Markets & Behavioral Finance - BWBh241

Competencies upon completion

Subject: Students

- are familiar with the most important financial markets (currency, bond and equity markets)
- are familiar with the investment process, strategic asset allocation and tactical asset allocation.
- are familiar with the difference between s tandard finance and b ehavioral finance.

Method: Students

- are able to explain changes in financial markets based on the expertise they have acquired.
- are able to to manage a portfolio (SAA/TAA) and are able to measure its performance.
- will understand how people take financial (and everyday) decisions through **heuristics** and the impact of **biases** on those decisions.

Social: Students

- apply their personal and individual resources in teams.
- analyze and discuss problems, in teams, by considering, evaluating, substantiating and refuting a variety of different arguments.
- critically and appreciatively evaluate working results of peers.
- argue in a constructive and factual way.
- analyze the source of potential conflicts, perceive conflicts and solve them in a constructive way.

Self: Students

- learn and work independently, recognize gaps in their 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 and in debate with the client.
- draw conclusions from their experiences for their further studies and professional life and document these in their individual portfolio.
- evidence stamina when confronted with problems during their studies and in their professions.

Content

The module "Security Markets & Behavioral Finance" covers the following topics:

- Overview Financial Markets
- Investment Process - Top-Down (only Asset Allocation)
- Strategic and Tactical Asset Allocation
- Efficient Market Hypothesis and Financial Crisis 2008
- Behavioral Finance I and II and/or Sustainable Finance

Teaching and learning methods

- Lectures
- Coaching
- Private study
- Group work / tasks
- Client Meetings / Presentations

Literature

-

Workload

180h

Contact lessons

- 7 x 4 Lessons: lectures, coaching and client meetings (on site)
- 7 x 4 Lessons: tasks and coaching (group work and/or via MS-Teams)

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SBF1 - Security Markets & Behavioral Finance - BWBh241

Attendance requirement

- **Week 44 and 48:** client meetings
- **Week 50**: the lecture with the quiz

Competency assessment

- The client meetings (presentations), the entire investment documentation and the performance calculation (during the semester): weight = 70% (group proof of competence => collectively evaluated)
- Quiz: 30 minutes, on site, via Moodle (**week 50**): weight = 30% (individual proof of competence => Individually evaluated)

Mode of repetition

- If the overall grade is unsatisfactory (< 4.0) only because of the poor grade on the quiz, the quiz may be repeated during the second official examination period of the same semester (please contact the lecturer for this).
- If both the overall grade and the grade of the investment team output (client meetings, the entire investment documentation and the performance calculation) are insufficient (< 4.0), the quiz may not be repeated and the entire module with all proofs of competence must be taken again one year later in the next course.

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BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern

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SBF2 - Financial Instruments - BWBh242

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Gimeno Raúl Diego, Rascón Alberto
Module responsibility	Gimeno Raúl Diego, Rascón Alberto
Short description of the module	This module gives a sound introduction to fixed income and derivative instruments. Security analysis gives you a sound introduction to the different fixed income instruments. You'll learn the pricing of these instruments and the methodology of how to analyse those instruments. Pricing and strategies of financial derivatives: SWAPs, Options and other Derivatives.
Entry requirements	Knowledge in Statistics, Maths, Excel, English

SBF2 - Financial Instruments - BWBh242

Competencies upon completion

Subject: Students know

- the different fixed income instruments
- how to price fixed income instruments
- how to assess risk for fixed income instruments
- how to interpret the yield curve and how to use it for pricing purposes
- will be able to price financial instruments such as options and SWAPs
- will be able to create/use models in Excel to price derivatives
- will understand the basic institutional framework of the principal derivatives markets

Method: Students

- will be able to analyse and price a wide range of fixed income instruments
- will make use of Excel to price financial assets
- will be able to analyse derivate instruments
- will work out strategies to hedge financial risks

Social: Students

- apply their personal and individual resources in teams
- analyze and discuss problems, in teams, 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
- will foster their critical competences
- will be able to provide creative and innovative solutions in finance
- will be able to identify common misconceptions about financial derivatives
- will foster their team competences
- will be able to analyze and discuss problems, in teams, by considering, evaluating, substantiating and refuting variety of different arguments

Self: Students

- learn and work independently, recognize gaps in your knowledge and fill these gaps independently
- critically reflect work and thought processes and develop possible courses of action
- reflect and challenge personal and external judgments and develop these with regard to the assignment
- draw conclusions from your experiences for your further studies and professional life and document these in your individual portfolio
- evidence stamina when confronted with problems during your studies and in your profession
- will learn to better exploit one of the most common IT tools (Excel)
- will learn and work independently, recognize gaps in their knowledge and fill these gaps independently
- will learn to critically reflect work and thought processes and develop possible courses of action
- will learn to structure and give effective solutions to complex problems
- will learn to abstract a concrete situation to a mathematical model

Content

Fixed Income Analysis

- Bond pricing
- Measuring yield
- The yield term structure
- Convertibles bonds

Derivatives

- Options and option strategies
- SWAPs

Special attention will be put in the use of Excel for the derivative part

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SBF2 - Financial Instruments - BWBh242

Teaching and learning methods

- guided self-study with multiple choice questions and videos
- A combination of guided self-study, contact lessons and multiple choice exercises will ensure an optimal learning mix.
- homework
- class exercises

Literature

Recommended literature:

Fixed Income:

Bond Markets, Analysis, and Strategies, Frank Fabozzi, Pearson, eight Edition, ISBN: 0-273-76613-1

Derivatives:
Hull, John C, "Options, Futures and Other Derivatives", 11th Edition, Global Edition (17 June 2021), Pearson; 11th edition ; ISBN-Nr.: 978-1292410654

Workload

180 hours

Contact lessons

14x4 lessons

Please notice that 8 lessons will be taught on the special week

4 lessons Tuesday 2nd September 2025 (08:15-11:40).

4 lessons Friday 5th September 2025 (08:15-11:40).

Attendance requirement

No compulsory attendance.

Competency assessment

End of semester (CW3 or 4)

Digital examination on Moodle.

Learning Stick will be implemented for the test including access to Excel (only empty Excels are allowed).

Formulary will be provided by the lectures on the day of the exam (Paper).

Weight: 100%
Duration: 90 minutes

Laptop: bring your own device

The professors keeps the right to award points to specific homework or written work during the semester.

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SBF2 - Financial Instruments - BWBh242

Aids for written examination

- any pocket calculator
- Print dictionary (mother tongue - examination language)
- A formulary will be provided at the examination date

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

Mode of repetition

2nd exam on repetition weeks (April 2026)

Follow-up modules

SBF3

Degree programme, semester

BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern

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SDB1 - Digital Technology Management - BWBh261

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Raff-Heinen Stefan
Module responsibility	Stefan Raff-Heinen

Short description of the module

Important Information for Participants - Please read before signing up!:
All students who choose to take this module should be aware that it involves a level of engagement, self-organization, and group collaboration that may go beyond a traditional lecture format. This is important for ensuring a meaningful learning experience and successful completion of the module. That said, students often find the hands-on approach and peer interaction both rewarding and enriching.

Content description: The Digital Technology Management module introduces key concepts such as smart products, digital servitization, smart services, self-service technologies, AI-driven business models, digital ecosystems, and augmented reality. It focuses on understanding the unique features of business models based on these technologies compared to traditional non-digital products, the challenges faced by manufacturing and service companies, and strategies for designing, implementing, and successfully commercializing businesses in the digital age.

Entry requirements

-

Competencies upon completion

The course aims to train students' digitalization competencies, applied methodological skills as well as communication, collaboration, self-management and presentation skills.

Content

The module "Digital Technology Management" consists of two main components that together support both theoretical understanding and practical application:

1) **Lecture Component:** This part of the course introduces students to the fundamentals of technology-based business models in the digital age. Topics include smart products, digital servitization, smart services, self-service technologies, AI-driven business models, digital ecosystems, and augmented reality. The lectures focus on the strategic, operational, social, and ethical dimensions involved in managing these technologies.

2) **Applied Group Project:** At the same time, students work in groups on practice-oriented consulting projects with real companies, which they will have to recruit according to their preferences/interests. These projects are designed to help students apply the concepts and frameworks introduced in the lecture. Using established tools such as SERVQUAL, E-SERVQUAL, or AICSQ, student teams analyze companies with digitally enabled service models and develop evidence-based improvement recommendations. Project results are presented in a final pitch session at the end of the semester.

Teaching and learning methods

Classes and interactive coaching sessions, group tasks, theoretical input and online sessions.

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SDB1 - Digital Technology Management - BWBh261

Literature

Selected Literature:

- Allmendinger, G., & Lombreglia, R. (2005). Four strategies for the age of smart services. Harvard Business Review, 83(10), 131.
- Beverungen, D., Müller, O., Matzner, M., Mendling, J., & Vom Brocke, J. (2019). Conceptualizing smart service systems. Electronic Markets, 29(1), 7-18. Chen, Q., Gong, Y., Lu, Y., & Tang, J. (2022).
- Chen, Q., Gong, Y., Lu, Y., & Tang, J. (2022). Classifying and measuring the service quality of AI chatbot in frontline service. Journal of Business Research, 145, 552-568.
- Hermann, E., & Puntoni, S. (2024). Artificial intelligence and consumer behavior: From predictive to generative AI. *Journal of Business Research*, *180*, 114720.
- Huang, M.-H., & Rust, R. T. (2018). Artificial Intelligence in Service. Journal of Service Research, 21(2), 155-172.
- Meuter, M. L., Ostrom, A. L., Roundtree, R. I., & Bitner, M. J. (2000). Self-Service Technologies: Understanding Customer Satisfaction with Technology-Based Service Encounters. Journal of Marketing, 64(3), 50-64.
- Mori, M., MacDorman, K., & Kageki, N. (2012). The Uncanny Valley [From the Field]. IEEE Robotics & Automation Magazine, 19(2), 98-100.
- Raff, S., & Wentzel, D. (2018). A Cognitive Perspective on Consumers Resistances to Smart Products. In: Elbanna A., Dwivedi Y., Bunker D., Wastell D. (eds) Smart Working, Living and Organising. TDIT 2018. IFIP Advances in Information and Communication Technology, 533, 30-44.
- Raff, S., Rose, S., & Huynh, T. (2024). Perceived creepiness in response to smart home assistants: A multi-method study. *International Journal of Information Management*, *74*, 102720.
- Raff, S., Wentzel, D., & Obwegeser, N. (2020). Smart Products: Conceptual Review, Synthesis, and Research Directions. Journal of Product Innovation Management, 37(5), 379-404
- Raff, S., von Walter, B., & Wentzel, D. (2021). KI-basierte Beratungsleistungen, Ausgestaltungsformen, Herausforderungen und Implikationen. In Künstliche Intelligenz im Dienstleistungsmanagement (pp. 341-362). Springer Gabler, Wiesbaden.
- Von Walter, B., Wentzel, D., & Raff, S. (2023). Should service firms introduce algorithmic advice to their existing customers? The moderating effect of service relationships. *Journal of Retailing*, *99*(2), 280-296.

Workload

180 h

Important Information for Participants:
All students who choose to take this module should be aware that it involves a level of engagement, self-organization, and group collaboration that may go beyond a traditional lecture format. This is important for ensuring a meaningful learning experience and successful completion of the module. That said, students often find the hands-on approach and peer interaction both rewarding and enriching.

Contact lessons

14 Sessions

Attendance requirement

Compulsory attendance at the kick-off event (CW38), methods and coaching sessions for group work (CW 40, 42, 44, 46), guest lecture (CW 48) and final presentation of group work (CW 50).

Competency assessment

40 % - Group project presentation in class (collectively graded); Note: 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)

60 % - Individual written assignment, Cw3 / Cw4 (60 min, PC exam without Safe Exam Browser)

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SDB1 - Digital Technology Management - BWBh261

Aids for written examination

- Open book PC exam (access to previously uploaded documents, link lists or written notes are allowed; however, **generative AI tools like ChatGPT, the use of websites, and search engines like Google are not permitted**).
- Printed dictionary (native language - language of the proof of competence)
- Pocket calculator (only TI-30 models are permitted)

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

Mode of repetition

The written examination can be repeated on the second examination date or the next time it is held.

The group work can be repeated at the next performance.

Degree programme, semester

BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern

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SGM2 - Multicultural Negotiations - BWBh342

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Bürki Jacqueline, Rascón Alberto
Module responsibility	Jacqueline Bürki

Short description of the module

Individuals, firms and governments must understand and interact with the international economy if they wish to excel in international business, domestic public policy, and economic development.

This module explores current issues of international economic interdependence and the effect of culture on decision making in the international business environment. Students will be introduced to key facts about the nature and impact of globalisation during recent decades and how the understanding of international economics supports in the decision making process during negotiations.

Simulated negotiations will expose students to business issues and problems that inevitably arise in international business negotiations. They will have the opportunity to apply their cross- cultural communication competence and management and negotiation skills to successfully solve problems and capitalise on opportunities in a multicultural environment. Students will be required to apply their knowledge from previous management courses as this forms the foundation of the business cases in multicultural negotiations.

In this module students will apply their knowledge in the following key areas:

- Globalisation and International Economics
- Business relevant issues arising out of the business case, comprising global, economic, sustainable, legal, social opportunities and challenges
- Negotiations and decision-making in international environments.
- Motivation, business leadership and decision making across cultures with the business case as a key element.
- Developing analytical and critical thinking skills and using them to judge the appropriateness of business decisions in multicultural negotiation settings.

Entry requirements

This module is open to all students who have had an introduction to Business Management, Economics and or Strategic Management.

SGM2 - Multicultural Negotiations - BWBh342

Competencies upon completion

Active participation and preparation for class are requirements. S tudents will be challenged to integrate knowledge they have gained from other business core modules and apply their accumulated knowledge.

Subject: Students

- apply their knowledge from preceding management and economics courses as well as cultural frameworks and how to interact within a multicultural international business environment
- will make use of case studies as a development tool
- will develop the ability to set up a multicultural negotiation / communication strategy

Method: the focus will be on student applied learning. There will be lectures, but the emphasis will be on student responsibility for learning through active application of course content in:

- case studies,
- simulations, exercises & role plays
- live negotiations

Social: the negotiations provide students with the opportunity to

- recognize difficult situations, develop an understanding for viable solutions, and realize them in the business context
- understand the influence and effect of their own behaviour and culture on team performance, organisational performance, negotiations, business deals
- be able to switch between different business and cultural perspectives

Self: Students

- further develop their awareness of their own culture and teamwork competences to better equip themselves to function in intercultural and multi-cultural business situations flexibly
- learn practical information and tools for their future business careers
- further develop critical thinking ability and problem solving skills through experiential learning activities and case studies

Content

In this module students will apply their knowledge in the following key areas:

- Globalisation and International Economics
- Business relevant issues arising out of the business case, comprising global, economic, sustainable, legal, social opportunities and challenges
- Negotiations and decision-making in international environments.
- Motivation, business leadership and decision making across cultures with the business case as a key element.
- Developing analytical and critical thinking skills and use them to judge the appropriateness of business decisions in multicultural negotiation settings.

Teaching and learning methods

Lecturers will provide

- theoretical input,
- observation and analysis of negotiations,
- case studies

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SGM2 - Multicultural Negotiations - BWBh342

Literature

Economics:

Baldwin Richard, 2016 The Great Convergence, Information Technology and the New Globalization:Â ISBN 9780674660489

Multicultural Negotiations:

Fisher R., Ury W., Patton B. (2011) "Getting to Yes: Negotiating Agreement Without Giving In ISBN: 978-0143118756

plus additional literature supplied by lecturers on Moodle

Workload

6 ECTS (180hours)

Contact lessons

lessons every week (4 x 45 min sessions for 14 weeks)

Attendance requirement

There is mandatory attendance for the following sessions:

- **three assessments in CW39, 40 and 41**
- **negotiations sessions in CW42, 43, 47 and 49**
- **final presentations in CW50**

It is expected that you attend all lessons as this is an applied course where you have the opportunity to practice your negotiation skills in class.

Competency assessment

In order to pass this module, students must attempt the following assessment requirements for this module:

- Three individually graded economics assessments (40% of final grade) will take place in CW39, CW40 and CW41.
- Students will take part in a negotiations simulation at the beginning of the semseter (CW42 & 43). This simulation is mandatory and forms part of the final graded presentation. This simulation is not graded.
- Students will complete a Business Case report, in groups, as part of the second negotiation simulation. This Business Case report forms part of the preparatory work for the second negotiation and is mandatory as it forms part of the final graded presentation. This report is not graded.
- The student groups will present their reflected meta-analysis of the two negotiation simulations during a final 20-minute presentation (60% of final grade) at the end of the semester (CW50). Grading criteria will be posted on Moodle. This group work is graded collectively as the negotiation is completed in a group.

It is therefore essential that students take part in the mandatory negotiation sessions in CW42, CW43, CW47 and CW49. Failure to do so will result in a failing grade.

Aids for written examination

-

Mode of repetition

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

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SGM2 - Multicultural Negotiations - BWBh342

Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern

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SGM3 - Global Supply Chains - BWBh343

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	In an increasingly interconnected world, the management of global supply chains is vital for organizational success. Through a reale case, this module offers a comprehensive applied exploration of the key drivers, challenges, and transformation shaping modern supply chain operations, with a focus on sustainability and strategic alignment.
Entry requirements	This module is open to all students who have had an introduction to Business Management and or Strategic Management. Since this module is taught entirely in English, a solid B2 level is expected at minimum.

SGM3 - Global Supply Chains - BWBh343

Competencies upon completion

Subject: Students

- understand the key drivers, challenges, and transformations affecting global supply chains. This includes critical success factors, pitfalls, risks, and the role of sustainability.
- analyze the interactions between macro, industry, and firm levels across the entire supply chain (strategy, planning, sourcing, production, delivery, and returns).
- integrate environmental and social sustainability considerations into supply chain design and operations.

Method: Students engage with

- Data Analysis: analyzing data from various sources to understand the current status and interactions within the supply chain.
- Problem-Solving: proposing solutions for supply chain challenges based on analysis and understanding of the macro, industry, and firm levels.
- Strategic Planning: aligning the design of the supply chain network with the strategic goals of the organization at different levels (macro, industry, and firm).
- Virtual & Multicultural Team Management: Developing and applying strategies for effective communication, collaboration, and conflict resolution within diverse virtual project teams. This encompasses understanding cultural norms and communication styles, utilizing communication tools effectively, setting clear expectations, fostering team building activities, leveraging the strengths of each team member, and maintaining motivation and accountability in a remote setting.

Self-Competence : Students focus on

- Critical Thinking: Analyzing complex information, identifying key issues, and making informed decisions about supply chain design and operations.
- Adaptability: Being flexible and adjusting to changing circumstances in the global supply chain environment.
- Autonomy: Working independently and taking ownership of tasks within virtual project teams.
- Initiative: Proactively identifying opportunities for improvement and suggesting solutions in the supply chain network.

Social: Students develop these skills

- Intercultural Communication: Effectively communicating within multicultural virtual project teams, utilizing appropriate strategies to overcome cultural barriers.
- Collaboration: Fostering collaboration and teamwork across diverse backgrounds, promoting a collaborative environment for successful project execution. Students will peer review and critique each other's collaboration in the group project, providing constructive feedback.
- Leadership: Contributing to the success of virtual teams by providing direction, motivation, and resolving conflicts within a multicultural setting.

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SGM3 - Global Supply Chains - BWBh343

Content

Students will look into the critical success factors driving global supply chains, gaining insights into the intricacies of managing complex networks spanning continents. Through analysis of current challenges, including pitfalls and risks, students will develop a nuanced understanding of the dynamic environment in which supply chains operate and the imperative for adaptation and innovation.

A central theme of the course is the role of sustainability in global supply chain operations. Students will examine the environmental and business sustainability considerations inherent in supply chain management, exploring strategies for promoting responsible practices and mitigating environmental impact.

The course also delves into the interactions between the macro environment, industry-level dynamics, and firm-level operations within supply chains. By considering factors such as strategy formulation, planning, sourcing, production, distribution, and product returns, students will gain insight into the complex interplay shaping supply chain networks. Emphasis will be placed on aligning supply chain strategies with broader macroeconomic trends, industry dynamics, and organizational objectives.

Through a combination of theoretical frameworks, case studies, and practical exercises, students will develop the analytical skills necessary to propose supply chain networks that are strategically aligned with macro, industry, and firm-level considerations.

Upon successful completion of this module, students will be able to:

- identify the key drivers associated with the management of global supply chains.
- understand the current challenges (critical success factors, pitfalls, and risks) supply chains are facing and the transformation they are undergoing.
- understand the role of sustainability in global supply chain operations.
- analyze the current status and interactions between the macro environment, industry level and firm level (strategy, planning, sourcing, producing, delivering, and returning of products), taking environmental and business sustainability into account.
- propose supply chain networks that are aligned with the macro, industry and firm level.
- effectively contribute to the success of multicultural virtual project teams by utilizing and practicing effective communication strategies.
- apply strategies to foster collaboration across diverse backgrounds.

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 analyzing and providing solutions to the live case.

All sessions are mandatory, students are expected to be prepared for their coaching sessions and to contribute to their virtual classroom discussions.

Literature

Slides, articles, and cases will be provided on Moodle

Workload

6 ECTS-Credits 180 hours

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SGM3 - Global Supply Chains - BWBh343

Contact lessons

This module is in collaboration with Tec de Monterrey Mexico. It takes place w eekly during the semester through virtual exchange, so all lessons are online

Fridays:
BFH: 15h00 to 18h00 (commencing 26 September up to 24 October) and then 14h00 to 17h00 (from 07 November to 05 December)
Tec: 07h00 to 10h45 (time remains the same throughout the semester)

Weeks
BFH: Commencing 26 September (CW39) through to 12 December (CW50)
Tec: Commencing 26 September (CW39) through to 05 December (CW49)

Attendance requirement

Please note, this is a virtual exchange cooperation with Tec de Monterrey Mexico. Due to the intense nature of this course, that is input sessions, status update presentations and final presentations taking place in 10 weeks, dedicated committment is expected.

Therefore, all sessions are mandatory (CW39 - 43 and 45 - 49) this is a total of 10 sessions including the final presentation assessments. CW38 and CW44 are study free weeks. CW50 will be used for course evaluation and feedback, attendance is optional.

Competency assessment

It is mandatory to complete all assessments to pass the module.

Since one of the learning outcomes is to successfully collaborate in multicultural virtual project teams, there will be two group assignments based on the live-case:

1. written group report 50% of final grade (group grade)
2. defense of the group report in the form of a presentation, 50% of final grade (group grade). Students (1 - 2 team members) have 20 minutes to present this defense, the whole group needs to be present to answer questions. This will be followed by a 5min Q&A.

Aids for written examination

none

Mode of repetition

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

Follow-up modules

none - this is a specialisation module

Degree programme, semester

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BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern

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SIE2 - Refining Business Models - BWBh302

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Noppeney Claus, Pahwa Deepti
Module responsibility	Noppeney Claus, Pahwa Deepti

Short description of the module

The idea is only the beginning! For an idea to mature into a successful company, many aspects must come together. A functioning business model and business planning activities play an important role. In this module, students can dive deep into the world of startups. The goal of the module is to practice business modeling and business planning activities in collaboration with selected startup partners.

Students will work in small teams and each team will work for a startup partner. The seminar includes a kick-off event and input sessions, a site visit to the startup partner, a rehearsal for the final presentation, and at least two coaching sessions with one of the lecturers. The input sessions will require the students to individually read and prepare written material (e.g. case study). In addition to these events, teams organize their collaboration independently. To allow for an intensive learning experience it is expected that the teams work side by side with their startup partner. At the final presentations, the teams present their results and their work process. The results of the teamwork are discussed and challenged in an open Q&A with the startup partner, students, and lecturers. Throughout the semester the students work on individual reflection tasks.

The lecturers are responsible for the acquisition of the startup partners. However, students who have founded a startup themselves or students who know a startup that might be suitable as a startup partner are encouraged to contact the lecturers to discuss the suitability of their cases (at least one month before the start of the semester).

Important note: Please note that although this module has a different focus (i.e., students work with commercial start-ups), it is structured similarly to the "SSB3 Sustainable Startup Challenge" module (of the "Sustainable Business" specialization). Therefore, we strongly recommend taking only one of the two modules based on your interest.

Entry requirements

We strongly recommend that you have completed the module "Innovation & Entrepreneurship" (EBIE, EWIE) before choosing this module.

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SIE2 - Refining Business Models - BWBh302

Competencies upon completion

Subject:
Students...

- are able to define the relevant business environment of a startup.
- are able to analyze business models, business plans, revenue streams and other key challenges startups face.
- identify and develop alternative evidence based business models, business plans, expansion strategies and revenue streams for startups.
- develop an understanding of possible success factors for startups.
- develop and verify recommendations for and with the startup they are working on.

Method:
Students...

- apply tools and procedures for business modeling and business planning.
- select and combine different entrepreneurship and management tools.
- can develop individual work skills ranging from understanding a startup's context and situation to solving a specific problem and recommending adequate strategies for the startup.
- are able to analyze a startup and its respective context.

Social:
Students...

- practice working and cooperating in teams, including resolving team conflicts.
- recognize and accept different points of view and approaches.
- work with clients and convince them of their ideas, proposals, and approaches.

Self:
Students...

- develop their tolerance for ambiguity.
- can develop an entrepreneurial mindset.
- strengthen their communication and presentation skills.
- work on important steps of the startup process proactively, engaged, and independently.
- recognize and strengthen their own teamwork skills.
- reflect on their personal development, entrepreneurial intentions and their work process in response to the module.

Content

- Understand and deep dive of the tasks in consultation with the startup partner and the lecturers
- Depending on the startup partner, the tasks may include, for example: the development, refinement and validation of alternative business models (e.g., with the help of a Minimum Viable Product or a prototype, qualitative or quantitative interviews or surveys, or a target group survey, desk research, stakeholder analysis, competition analysis, market & technological forecasts, sourcing & supply chain analysis etc.), or business planning activities (e.g. revenue streams, timing, cost structures, financial modelling & planning)
- Site visit to the startup partner's location (including preparation and reflection / documentation in form of a field visit report)
- Application of entrepreneurship and strategic management methods
- Continuous communication with a startup company
- Project management
- Presentation of the results
- Evaluating the work of another team
- Reflection of the process

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SIE2 - Refining Business Models - BWBh302

Teaching and learning methods

- Experience-based learning in small groups (3 to 5 persons)
- Development of solutions in collaboration with the startup
- Field visit at the startup partner's location
- Input sessions (including case study work)
- Coaching sessions with the instructors
- Presentations and discussions
- Ongoing individual reflection tasks during the semester (minimum 4)

Literature

Neck, H. M., Neck, C. P., & Murray, E. (2019). Entrepreneurship: The Practice and Mindset. Thousand Oaks: SAGE Publications. 2. Edition.

Osterwalder, A. & Pigneur, Y. (2010). Business Model Generation. A Handbook for Visionaries, Game Changers and Challengers. Hoboken: John Wiley.

Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value Proposition Design: How to Create Products and Services Customers Want. Hoboken: John Wiley.

Ries, E. (2017). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. New York: Currency.

Workload

180h (6 ECTS)

Contact lessons

22 contact lessons (incl. plenary sessions and coaching sessions)

Attendance requirement

Attendance is compulsory for all of the following sessions: Non-attendance of the "Kickoff" event leads to the exclusion of the module.

- **Session 1 | Kickoff (plenary session with startup partners):** September 17, 2025, 12:30 to 16:00
- **Session 2 | Input Session:** September 24, 2025, 12:30 to 16.00
- **Session 3 | Input Session:** October 22, 2025, 12:30 to 16.00
- **Coaching sessions (team activity):** November 5, 2025, 12:30 to 16.00 (group specific time slots)
- **Session 4 | Final presentation rehearsal session (plenary session):** December 3, 2025, 12:30 to 17:00
- **Session 5 | Final presentations (plenary session with startup partners):** December 17, 2025, 12:30 to 20:00

- **Field visit to the startup partner's location (team activity):** This activity (including the report) should be completed until October 17, 2025 through individual time arrangements. In addition, a minimum of 3 meetings with the startup are required.

However, please reserve all weekly time slots of the module for meetings with your group or startup partner or for individual work on your project.

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Competency assessment

- 60% content of the final presentation (group work)
- 20% quality of the final presentation (group work)
- 20% for the peer analysis of another team's project (individual grade)
- Report of field visit (pass/fail, group work)
- Four individual reflection exercises at the designated submission dates (pass/fail, individual work)

If any of the pass/fail assignments is not passed, the student is excluded from the module.

To pass the course, the overall grade must be 4.0 or better. Students can pass the course if one or more partial proofs of competences are lowern than 4.0 as long as the overall grade is 4.0 or better.

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).

Mode of repetition

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

Degree programme, semester

BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern

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SIE3 - Decision Making of Consumers and Managers - BWBh303

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Murmann Martin, Risi David
Module responsibility	Risi David

Short description of the module

Making the right decisions is the foundation for a company's success. Based on current issues, students in this module analyze the decision-making processes of managers, entrepreneurs, consumers, and other stakeholders, including startup employees and investors.

Entry requirements

Fundamentals of Business Administration and Marketing

Competencies upon completion

The module aims to help students understand the decision criteria of actors (e.g., environmental aspects, price), individual decision styles (e.g., rational, intuitive), frameworks for entrepreneurial acting and decision-making (i.e., effectuation and causation), managerial decision theories, and cognitive biases in decision making under uncertainty.

Students learn to grasp complex issues and present them in a clear and understandable manner by developing and presenting their scientific posters in teams. By providing and receiving interim feedback on the projects, students develop the ability to give constructive feedback and implement feedback on their own scientific posters. Developing these skills will be helpful concerning the conduction of research projects for bachelor theses.

Content

The decision-making processes and actual decisions of internal and external stakeholders are crucial for determining whether a company is successful in the market or lags behind the competition. This module provides an in-depth analysis of current issues in decision-making by managers and entrepreneurs in companies, as well as key stakeholders, including employees, consumers, investors, and suppliers.

This module will cover managerial and entrepreneurial decision-making processes, including strategic firm positioning, new product development decisions, internationalization, and vertical or horizontal integration. We will also examine stakeholder decision-making processes, such as consumption decisions for products and services or investors' decisions to finance a venture. The module will address specific current decision-making issues, such as the role of emotions in decision-making, the relationship between neuroscience and decision-making, ethical decision-making, group decision-making approaches, political voting decisions, and heuristics and biases.

Teaching and learning methods

As part of the module, students will analyze and answer a scientific and practice-relevant question in small teams and create a scientific poster.

The course will primarily use a flipped classroom setting. In this setting, students will learn concepts based on input material, become experts, conduct their own research project in teams, and present their research findings in a poster session. Students will also present the state of their scientific posters in intermediate recorded presentations and provide and receive constructive feedback in a peer-review process. Students will receive continuous support through coaching sessions.

Literature

Literature and materials for the module will be provided on Moodle.

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SIE3 - Decision Making of Consumers and Managers - BWBh303

Workload

6 ECTS (i.e., 180 hours per student). The full workload will be during the period between CW38 and CW50, as there will be no exam in January.

Contact lessons

The kick-off event, the coaching and input sessions, and the final presentation of the scientific poster will take place on-site. Further online coaching appointments may be arranged.

Attendance requirement

Attendance in the kick-off event (CW 38) and the final presentations of the scientific poster (CWs 49 and 50) is mandatory. We also highly recommend attending all on-site events to successfully complete the course.

Competency assessment

The scientific poster (to be provided in CW48) accounts for 50% of the module grade and is graded collectively for the team.

The presentation of the scientific poster (to be held in CW49 and CW50) accounts for 30% of the module grade and is graded individually.

The quality of feedback (to be provided in CW46 and CW47) accounts for 20% of the module grade and is graded individually.

Timely submission of an intermediary recorded presentation (in CW46, not graded) is mandatory to complete the module.

Mode of repetition

In the event of failure, the module can be repeated the following year. If a student repeats the module, they must repeat it in its entirety (i.e., all three parts mentioned under "proof of competence" must be repeated).

Comment

Maximum number of participants is 36

Degree programme, semester

BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Information Technology, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Digital Business & AI, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Information Technology, 2025-2026, 5 HS, VZ, Bern

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SP08 - Behavior Change & Sustainability: Understanding and Applying Social Marketing - BWBh388

ECTS	6
Study language	English
Module type	Elective module
Module level additive	Advanced level
Lecturer(s)	Stöckli Sabrina, Studer Michelle
Module responsibility	Stöckli Sabrina, Studer Michelle
Short description of the module	This course offers an introduction to the psychology of behavior change and the principles of social marketing. The course explores key psychological predictors and mechanisms that drive sustainable behavior and behavioral change. Based on this, the course delves into systematic approaches for promoting sustainable behaviors, drawing on tools and insights from marketing.
Entry requirements	Consumer Behavior
Competencies upon completion	By the end of this course, students will be able to: • Define specific target behaviors and target groups for behavior change interventions (in the context of social marketing campaigns) • Explain key psychological predictors and mechanisms underlying behavior change • Apply central theories of behavior change and types of interventions to real-world case studies • Recognize the importance of pilot testing interventions prior to full implementation • Understand the significance of impact evaluation and know empirical and statistical methods to measure the effectiveness of interventions • Apply social marketing as a five-step integrative process model to practical cases
Content	• Introduction to social marketing • Foundations of behavior change psychology • Step 1: Identifying target behaviors/groups • Step 2: Understanding barriers and benefits • Step 3: Designing effective interventions • Step 4: Testing and piloting interventions • Step 5: Implementation and evaluation • Exploring alternative frameworks (e.g., nudging, behavior change wheel) • Social marketing challenge: Case study
Teaching and learning methods	• Lecturer input (lecture-based learning) • Case study (problem-based learning) • Group work • Coachings • Presentation/pitching
Literature	A list of recommended literature will be provided (there is no compulsory literature)
Workload	6 ECTS: 180 hours
Contact lessons	12 - 13 sessions of 4 lessons each

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SP08 - Behavior Change & Sustainability: Understanding and Applying Social Marketing - BWBh388

Attendance requirement

Kick-off (week 38)
Final presentation (week 51)

Competency assessment

- **Group grade:** Case study development and presentation of the designed social marketing campaign (pitch), approx. 20 minutes, followed by a 10-minute plenary discussion (50% of the final grade). Note that group grades can be individually adapted for single students based on peer evaluation.
- **Individual grade:** Four individual closed book quizzes (best 3 out of 4 count) during the semester, consisting of multiple choice, true/false, and open-ended questions (50% of the final grade).

Aids for written examination

None

Mode of repetition

Can be repeated the next time the module is carried out.

Comment

Due to the live case, participation in the module is limited to 30 students per semester.

Degree programme, semester

BSc International Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc Business Administration, 2025-2026, 5 HS, TZ, Bern
BSc Business Administration, 2025-2026, 3 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc International Business Administration, 2025-2026, 7 HS, TZ, Bern
BSc Business Administration, 2025-2026, 5 HS, VZ, Bern
BSc International Business Administration, 2025-2026, 5 HS, TZ, Bern