Module title | Management and Leadership for Life Sciences
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Code | B2
Degree Programme | Master of Science in Life Sciences
Workload | 3 ECTS (90 student working hours)
- Lessons contact (total 42 of which 28 central teaching): 32 h
- Self-study: 58 h
Module Coordinator | Name: Daniel Spinnler
Phone: +41 31 910 29 03
Email: Daniel.spinnler@bfh.ch
Address: Bern University of Applied Sciences, HAFL, Länggasse 85, 3052 Zollikofen
Lecturers | • Daniel Spinnler, BFH
• Lorenz Probst, BFH
• Evelyn Markoni, BFH
Entry requirements | Introduction in B1 Business Administration in Life Sciences.
Pre-course reading assignments will be uploaded on Moodle. Preparation for the module is mandatory.
Learning outcomes and competences | After completing the module, students will be able to:
- differentiate levels of management – normative, strategic, operational
- differentiate forms of leadership: indirect vs. direct
- differentiate management from leadership
- differentiate vision and mission and evaluate their importance for and impact on the enterprise
- apply the strategy definition process
- link strategy with budgeting, describe the benefits of budgeting and create a simple budget
- understand the concept of structuring and organization of an entity
- acquire the basics of the HRM cycle and the role of an executive (focus on staffing)
- assess the impact of an executive on staff members – leadership styles and their impact on leadership
- develop a personalized toolbox to be used as a future executive
Module contents | Whether there is a difference in management and leadership is widely discussed in theory. For sure they have a strong interdependency; they are interlinked and sometimes hard to differentiate. In this module we will differentiate the abilities and skills required to run a company from abilities and skills that are required to lead people. We will show how management and leadership are related and that skills in management and leadership are required to successfully run a company.
Part 1: Management – how to run an enterprise
- Leading people vs. managing a enterprise
- Different management levels and respective goals
- Introduction to strategic management – differentiation of corporate vs. business strategy
- Strategy development process: Learning along the methodology and tools:
  - Tools for analyses (Porter 5-forces model)
### Part 1: Organizational Strategies
- The role of norm strategies (Portfolio, Market-Product strategies, BC-Portfolio, SWOT-Matrix, Porter etc.)
- Vision, mission and the role of goals and company culture
- Breaking down strategy and goals to one’s own business unit
- Budgeting: short vs. long term
- Capital budgeting vs. operating budgeting

### Organization:
- Rules and tools for creation of a fitting organization
- Network enterprises
- New forms of organization: holocracy and role of “new” leadership
- Link to human resource management

### Controlling: Means and measures
- Calculation, cost estimation and cost controlling
- Comparison of planned vs. actual expenses
- Balanced score card and other KPI-systems

### Part 2: Leadership – how to interact with people
- Leadership: Basics, people in companies
- Corporate values, vision and leadership
- Behavior, incentives, motivation, job satisfaction
- Concepts of leadership, styles of management
- Self-organization/management, time management
- Basics in labor law (individual vs. collective)
- Recruiting: Assessment of job applications and job interview
- Professional management of difficult dialogues (appraisal interview vs. feedback, termination conversation etc.)

### Teaching / learning methods

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<th>Tentative schedule:</th>
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<td><strong>Week</strong></td>
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<tr>
<td>Central</td>
<td>8L</td>
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<td>Local</td>
<td>4L</td>
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<td>Self-study</td>
<td>5h</td>
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**Central teaching:** advanced organizers / family tables / case studies / group assignments / distance learning sequences

**Decentral teaching:** case studies / single and group assignments / role play

### Assessment of learning outcome
1. Final written exam (case study), open book (100%)

### Format
7-weeks

### Timing of the module
- For ZHAW and FHNW: Spring semester, CW 8-14
- For BFH and HES-SO: Autumn semester, CW 38-44

### Venue
- For ZHAW and FHNW: Olten
- For BFH and HES-SO: Fribourg

### Bibliography
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| Links to other modules | B1 is a prerequisite to B2  
|                        | B2 provides the basis for B3. |
| Comments               | Pre-reading assignments / preparation is mandatory and required for class. Contents treated during local teaching will be included in the exam. |
| Last Update            | 05.02.2021 |