

<b>Module title</b>	<b>Management and Leadership for Life Sciences</b>
<b>Code</b>	B2
<b>Degree Programme</b>	Master of Science in Life Sciences
<b>Workload</b>	3 ECTS (90 student working hours) <ul style="list-style-type: none"> <li>- Asynchronous and synchronous distance learning, decentralized teaching: 32 h</li> <li>- Self-study: 58 h (10 h self-study before module starts)</li> </ul>
<b>Module Coordinator</b>	<b>Name:</b> Daniel Spinnler <b>Phone:</b> +41 31 910 29 03 <b>Email:</b> Daniel.spinnler@bfh.ch <b>Address:</b> Bern University of Applied Sciences, HAFL, Länggasse 85, 3052 Zollikofen
<b>Lecturers</b>	<ul style="list-style-type: none"> <li>• Daniel Spinnler, BFH</li> <li>• Lorenz Probst, BFH</li> <li>• Evelyn Markoni, BFH</li> </ul>
<b>Entry requirements</b>	Introduction in B1 Business Administration in Life Sciences. Pre-course reading assignments will be up-loaded on Moodle. <b>Preparation for the module/classes is mandatory.</b>
<b>Learning outcomes and competences</b>	After completing the module, students will be able to: <ul style="list-style-type: none"> <li>• differentiate levels of management – normative, strategic, operational</li> <li>• differentiate forms of leadership: indirect vs. direct</li> <li>• differentiate management from leadership</li> <li>• differentiate vision and mission and evaluate their importance for and impact on the enterprise</li> <li>• apply the strategy definition process</li> <li>• link strategy with budgeting, describe the benefits of budgeting and create a simple budget</li> <li>• understand the concept of structuring and organization of an entity</li> <li>• acquire the basics of the HRM cycle and the role of an executive (focus on staffing)</li> <li>• assess the impact of an executive on staff members – leadership styles and their impact on leadership</li> <li>• develop a personalized toolbox to be used as a future executive</li> </ul>
<b>Module contents</b>	<p>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.</p> <p><u>Treated topics on indirect Leadership: Management – how to run an enterprise</u></p> <ul style="list-style-type: none"> <li>• Leading people vs. managing a enterprise</li> <li>• Different management levels and respective goals</li> <li>• Introduction to strategic management – differentiation of corporate vs. business strategy</li> <li>• Strategy development process: Learning along the methodology and tools: <ul style="list-style-type: none"> <li>- Tools for analyses (Porter 5-forces model)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- The role of norm strategies (Portfolio, Market-Product strategies, BC-Portfolio, SWOT-Matrix, Porter etc.)</li> <li>- Vision, mission and the role of goals and company culture</li> <li>- Breaking down strategy and goals to one's own business unit</li> <li>- Budgeting: short vs. long term</li> <li>- Capital budgeting vs. operating budgeting</li> <li>• Organization:             <ul style="list-style-type: none"> <li>- Rules and tools for creation of a fitting organization</li> <li>- Network enterprises</li> <li>- New forms of organization: holocracy and role of "new" leadership</li> <li>- Link to human resource management</li> </ul> </li> <li>• Controlling: Means and measures             <ul style="list-style-type: none"> <li>- Calculation, cost estimation and cost controlling</li> <li>- Comparison of planned vs. actual expenses</li> <li>- Balanced score card and other KPI-systems</li> </ul> </li> </ul> <p><u>Topics treated on (direct) Leadership – how to interact with people</u></p> <ul style="list-style-type: none"> <li>• Leadership: Basics, people in companies</li> <li>• Corporate values, vision and leadership</li> <li>• Behavior, incentives, motivation, job satisfaction</li> <li>• Concepts of leadership, styles of management</li> <li>• Self-organization/management, time management</li> <li>• Basics in labor law (individual vs. collective)</li> <li>• Recruiting: Assessment of job applications and job interview</li> <li>• Professional management of difficult dialogues (appraisal interview vs. feedback, termination conversation etc.)</li> </ul>
<b>Teaching / learning methods</b>	<p><b>Central teaching:</b> advanced organizers / case studies / group assignments / distance learning sequences</p> <p><b>Decentral teaching:</b> case studies / single and group assignments / role play</p>
<b>Assessment of learning outcome</b>	<p>1. Final written exam (case study), open book (100%)</p>
<b>Format</b>	<p>Block of 4 or 7 weeks (details will be announced on Moodle)</p>
<b>Timing of the module</b>	<p>For ZHAW and FHNW: Spring semester, between CW 8-14 (depending on format) For BFH and HES-SO: Autumn semester, between CW 38-44 (depending on format)</p>
<b>Venue</b>	<p>online / decentralized teaching at respective school</p>
<b>Bibliography</b>	<p>Mandatory:</p> <p>Steingruber P, Capaul R, 2014. Business Studies - An introduction to the St.Gallen Management Model (4th edition – <i>e-Book</i>). Cornelsen Verlag, Berlin, 576 p.</p> <p>Dyson J, 2017. Accounting for Non-Accounting Students (9th edition). Financial Times Prentice Hall, New Jersey, 512 p.</p> <p>Additional</p> <p>Kühn R, Fuhrer U, 2017. Marketing – Analysis and Strategy. 1st edition. Werd Weder Verlag, Thun, 152 p.</p> <p>Northouse PG, 2016. Leadership: Theory and practice (7th edition). SAGE, Thousand Oaks, 494 p.</p> <p>Rosenberg M.B., 2015. Nonviolent Communication: A Language of Life: Life-Changing Tools for Healthy Relationships (3rd edition). Puddledancer Press, Encinitas CA, 264p.</p> <p>Welch J, 2005. Winning. HarperCollins Publishers, 372 p.</p>

	<p>Drucker P F, 2006. The Effective Executive: The Definitive Guide to Getting the Right Things Done (18<sup>th</sup> edition). Harperbusiness Essentials, New York, 182 p.</p> <p>Gordon T, 2001. Leader Effectiveness Training. Berkeley Publishing Group, New York, 306 p.</p> <p>Allen D, 2015. Getting Things Done – the art of stress-free productivity. Penguin Books, New York, 317 p.</p>
<b>Language</b>	English
<b>Links to other modules</b>	B1 is a prerequisite to B2 B2 provides the basis for B3.
<b>Comments</b>	Pre-reading assignments / preparation is mandatory and required for class. Contents treated during local teaching will be included in the exam.
<b>Last Update</b>	01.04.2021