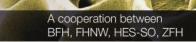
Master in Life Sciences



Module title	Management and Leadership for Life Sciences
Code	B2
Degree Programme	Master of Science in Life Sciences
Workload	3 ECTS (90 student working hours)
	- Asynchronous and synchronous distance learning, decentralized teaching: 32 h
	- Self-study: 58 h (10 h self-study before module starts)
Module	Name: Daniel Spinnler
Coordinator	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 up-loaded on Moodle.
	Preparation for the module/classes is mandatory.
Learning outcomes	After completing the module, students will be able to:
and competences	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.
	required to successfully run a company.
	Treated topics on indirect Leadership: 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)

Master in Life Sciences

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

	 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 Topics treated on (direct) Leadership – how to interact with people Leadership: Basics, people in companies Corporate values, vision and leadership Behavior, incentives, motivation, job satisfaction
	 Benavior, 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	Central teaching: advanced organizers / case studies / group assignments / distance
methods	learning sequences
	Decentral teaching: case studies / single and group assignments / role play
Assessment of	1. Final written exam (case study), open book (100%)
learning outcome	
Format	Block of 4 or 7 weeks (details will be announced on Moodle)
Timing of the	For ZHAW and FHNW: Spring semester, between CW 8-14 (depending on format)
module	For BFH and HES-SO: Autumn semester, between CW 38-44 (depending on format)
Venue	online / decentralized teaching at respective school
Bibliography	Mandatory:
	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. Dyson J, 2017. Accounting for Non-Accounting Students (9 th edition). Financial Times Prentice Hall, New Jersey, 512 p. Additional
	Kühn R, Fuhrer U, 2017. Marketing – Analysis and Strategy. 1 st edition. Werd Weder Verlag, Thun, 152 p. Northouse PG, 2016. Leadership: Theory and practice (7 th edition). SAGE, Thousand Oaks, 494 p. Rosenberg M.B., 2015. Nonviolent Communication: A Language of Life: Life-Changing Tools for Healthy Relationships (3 rd edition). Puddledancer Press, Encinitas CA, 264p. Welch J, 2005. Winning. HarperCollins Publishers, 372 p.

Master in Life Sciences

	 Drucker P F, 2006. The Effective Executive: The Definitive Guide to Getting the Right Things Done (18th edition). Harperbusiness Essentials, New York, 182 p. Gordon T, 2001. Leader Effectiveness Training. Berkeley Publishing Group, New York, 306 p. Allen D, 2015. Getting Things Done – the art of stress-free productivity. Penguin Books, New York, 317 p.
Language	English
Links to other	B1 is a prerequisite to B2
modules	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	01.04.2021