

Master in Life Sciences

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

Module title	Management and Leadership for Life Sciences
Code	B2
Degree Programme	Master of Science in Life Sciences
Workload	3 ECTS (e.g. 90 working hours) <ul style="list-style-type: none"> - Preparatory tasks incl. asynchronous Distance Learning Programs, Group Assignments, Self-Study 69.5h - Central Teaching and Local teaching 20.5 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	<ul style="list-style-type: none"> • Management & Leadership: Daniel Spinnler, BFH • Corporate Values: Ulrike Brämswig, BFH
Entry requirements	Knowledge in business administration (level module B1) is required Pre-course reading assignments will be up-loaded on Moodle. Preparation for the module, the central and local teachings is mandatory.
Learning outcomes and competences	After completing the module, students will be able to: <ul style="list-style-type: none"> • 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 corporate culture and success of a company • apply the basics of a strategy definition process • link strategy with business planning and budgeting, describe the benefits of budgeting and create a simple budget • 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	<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 a company)</u></p> <p>General</p> <ul style="list-style-type: none"> • Leading people (=Leadership) vs. managing a company (=Management) <p>Planning: Corporate Culture, Strategy, Goals and Budgeting</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - Tools for strategic analyses

	<ul style="list-style-type: none"> - The role of norm strategies - Breaking down strategy and goals to one's own business unit • Business Planning process <ul style="list-style-type: none"> - Marketing, Production, Personnel & Financial Planning - In detail: Capital budgeting vs. Operating budgeting • Staffing and Human Resource Management <ul style="list-style-type: none"> - "HR-Cycle" - Role of HRM and the HR-Manager in the company and its support for team leaders • Controlling: Means and measures <ul style="list-style-type: none"> - Calculation, cost estimation and cost controlling - Comparison of planned vs. actual expenses - Role of KPI-systems (e.g. Balanced Score Card) <p><u>Topics treated on (direct) Leadership – how to interact with people</u></p> <ul style="list-style-type: none"> • Leadership: Basics, people in companies and support from indirect leadership • Impact of corporate values, vision and mission on direct leadership • Psychology: on behavior, incentives, motivation, job satisfaction • Concepts of leadership, styles of management • Self-organization/management, time management • Basics in labor law and workplace security • Recruiting: Assessment of job applications and job interview • Professional management of (difficult) leadership situations (appraisal interview vs. feedback, termination conversation etc.)
Teaching / learning methods	<p>Central Teaching: advanced organizers / case studies / group assignments / Asynchronous Learning: distance learning programs incl. video clips, exercises, readings, pop quizzes</p> <p>Local Teaching: case studies / single and group assignments / role play</p>
Assessment of learning outcome	<p>100% Online Final Exam with Safe Exam Browser, written (English). , Closed book with a self-written summary of 1 A4 page printed on both sides or 2 A4 pages printed on one side , calculator (without module-relevant information in memory)..</p>
Format	7 weeks
Timing of the module	Autumn semester, CW 38-44 Spring semester, CW 8-15
Venue	Central online teaching: Online Local teaching: at respective school
Bibliography	<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>Readings according to the reading list on moodle</p>
Language	English
Links to other modules	Knowledge of Business at the level of B1 is a prerequisite for B2

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Comments	Pre-reading and Group Work assignments / preparation is mandatory and required for class. Contents treated during local teaching will be included in the exam.
Last Update	25.03.2026