

# Master in Life Sciences

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

<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 (e.g. 90 working hours) <ul style="list-style-type: none"> <li>- Preparatory tasks incl. asynchronous Distance Learning Programs, Group Assignments, Self-Study 69.5h</li> <li>- Central Teaching and Local teaching 20.5 h</li> </ul>
<b>Module Coordinator</b>	<b>Name:</b> Daniel Spinnler <b>Phone:</b> +41 31 910 29 03 <b>Email:</b> <a href="mailto:daniel.spinnler@bfh.ch">daniel.spinnler@bfh.ch</a> <b>Address:</b> Bern University of Applied Sciences, HAFL, Länggasse 85, 3052 Zollikofen
<b>Lecturers</b>	<ul style="list-style-type: none"> <li>• Management &amp; Leadership: Daniel Spinnler, BFH</li> <li>• Corporate Values: Ulrike Brämswig, BFH</li> <li>• Controlling: Thomas Längin, BFH</li> </ul>
<b>Entry requirements</b>	<p>Knowledge in business administration (level module B1) is required Pre-course reading assignments will be up-loaded on Moodle. <b>Preparation for the module, the central and local teachings is mandatory.</b></p>
<b>Learning outcomes and competences</b>	<p>After completing the module, students will be able to:</p> <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 corporate culture and success of a company</li> <li>• apply the basics of a strategy definition process</li> <li>• link strategy with budgeting, describe the benefits of budgeting and create a simple budget</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 a company)</u> General</p> <ul style="list-style-type: none"> <li>• Leading people (=Leadership) vs. managing a company (=Management)</li> </ul> <p>Planning: Corporate Culture, Strategy, Goals and Budgeting</p> <ul style="list-style-type: none"> <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:</li> </ul>

	<ul style="list-style-type: none"> <li>- Tools for strategic analyses</li> <li>- The role of norm strategies (BCG-Portfolio, 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>- Capital budgeting vs. operating budgeting</li> <li>• Staffing and Human Resource Management             <ul style="list-style-type: none"> <li>- Role of HRM and the HR-Manager in the company and its support for team leaders</li> <li>- "HR-Cycle"</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>- Role of KPI-systems (e.g. Balanced Score Card)</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 and support from indirect leadership</li> <li>• Impact of corporate values, vision and mission on direct leadership</li> <li>• Psychology: on 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 and workplace security</li> <li>• Recruiting: Assessment of job applications and job interview</li> <li>• Professional management of (difficult) leadership situations (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 / Asynchronous Learning: distance learning programs incl. video clips, exercises, readings, pop quizzes</p> <p><b>Local Teaching:</b> case studies / single and group assignments / role play</p>
<b>Assessment of learning outcome</b>	Online final exam, written, closed book with a self-written summary of 1 A4 page printed on both sides or 2 A4 pages printed on one side. (100%)
<b>Format</b>	7 weeks
<b>Timing of the module</b>	Spring semester, CW 08-14
<b>Venue</b>	Central online teaching / decentral teaching at respective school
<b>Bibliography</b>	<p><b>Mandatory:</b></p> <p>Steingruber P, Capaul R, 2014. Business Studies - An introduction to the St.Gallen Management Model (4<sup>th</sup> edition – <i>e-Book</i>). Cornelsen Verlag, Berlin, 576 p.</p> <p>Dyson J, 2017. Accounting for Non-Accounting Students (9<sup>th</sup> edition). Financial Times Prentice Hall, New Jersey, 512 p.</p> <p>Readings according to the reading list on moodle</p> <p><b>Optional:</b></p> <p>Kühn R, Fuhrer U, 2017. Marketing – Analysis and Strategy. 1<sup>st</sup> edition. Werd Weder Verlag, Thun, 152 p.</p> <p>Northouse PG, 2021. Leadership: Theory and practice (9<sup>th</sup> edition). SAGE, Thousand Oaks, 600 p.</p> <p>Rosenberg M.B., 2015. Nonviolent Communication: A Language of Life: Life-Changing Tools for Healthy Relationships (3<sup>rd</sup> 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>

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	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.
<b>Language</b>	English
<b>Links to other modules</b>	Knowledge of Business at the level of B1 is a prerequisite for B2
<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>	25.09.2025