

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) <ul style="list-style-type: none"> - Lessons contact (total 42 of which 28 central teaching): 32 h - Self-study: 58 h
Module Coordinator	<p>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</p>
Lecturers	<ul style="list-style-type: none"> • Daniel Spinnler, BFH • Lorenz Probst, BFH • Evelyn Markoni, BFH
Entry requirements	<p>Introduction in B1 Business Administration in Life Sciences. Pre-course reading assignments will be up-loaded on Moodle. Preparation for the module is mandatory.</p>
Learning outcomes and competences	<p>After completing the module, students will be able to:</p> <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 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	<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>Part 1: Management – how to run an enterprise</u></p> <ul style="list-style-type: none"> • Leading people vs. managing an 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: <ul style="list-style-type: none"> - Tools for analyses (Porter 5-forces model)

	<ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - Calculation, cost estimation and cost controlling - Comparison of planned vs. actual expenses - Balanced score card and other KPI-systems <p><u>Part 2: Leadership – how to interact with people</u></p> <ul style="list-style-type: none"> • 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.) 																																								
<p>Teaching / learning methods</p>	<p>This module has the following structure*:</p> <table border="1" data-bbox="407 1247 1481 1394"> <thead> <tr> <th>Week</th> <th><1</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>>7</th> </tr> </thead> <tbody> <tr> <td>Central</td> <td></td> <td></td> <td>8L</td> <td></td> <td>4L</td> <td></td> <td>8L</td> <td>8L</td> <td></td> </tr> <tr> <td>Local</td> <td></td> <td></td> <td></td> <td>4L</td> <td>2L</td> <td>4L</td> <td></td> <td>4L</td> <td></td> </tr> <tr> <td>Self-study</td> <td>5h</td> <td colspan="7">33h</td> <td>20h</td> </tr> </tbody> </table> <p>* may be subject to changes in coordination with B1</p> <p>Central teaching: advanced organizers / family tables / case studies / group assignments / distance learning sequences</p> <p>Decentral teaching: case studies / single and group assignments / role play</p>	Week	<1	1	2	3	4	5	6	7	>7	Central			8L		4L		8L	8L		Local				4L	2L	4L		4L		Self-study	5h	33h							20h
Week	<1	1	2	3	4	5	6	7	>7																																
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Local				4L	2L	4L		4L																																	
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<p>Assessment of learning outcome</p>	<p>1. Final written exam (case study), open book (100%)</p>																																								
<p>Format</p>	<p>7-weeks</p>																																								
<p>Timing of the module</p>	<p>For ZHAW and FHNW: Spring semester, CW 8-14 For BFH and HES-SO: Autumn semester, CW 38-44</p>																																								
<p>Venue</p>	<p>For ZHAW and FHNW: Olten For BFH and HES-SO: Fribourg</p>																																								
<p>Bibliography</p>	<p>Steingruber P, Capaul R, 2013. Business Studies - An introduction to the St.Gallen Management Model (2nd edition). 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>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>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 (18th 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>
Language	English
Links to other modules	<p>B1 is a prerequisite to B2</p> <p>B2 provides the basis for B3.</p>
Comments	Pre-reading assignments / preparation is mandatory and required for class. Contents treated during local teaching will be included in the exam.
Last Update	01.04.2020