

# Master in Life Sciences

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

<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>- Lessons contact (total 42 of which 28 central teaching): 32 h</li> <li>- Self-study: 58 h</li> </ul>
<b>Module Coordinator</b>	<p><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</p>
<b>Lecturers</b>	<ul style="list-style-type: none"> <li>• Daniel Spinnler, BFH</li> <li>• Lorenz Probst, BFH</li> </ul>
<b>Entry requirements</b>	<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. A self-test will be provided on Moodle to allow students for assessing their progress in pre-course work</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 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 skills useful for managing an enterprise from those skills that are required for leading people. We will show how management and leadership are linked and that the management needs skills in both to successfully lead an enterprise.</p> <p><u>Part 1: Management – how to run an enterprise</u></p> <ul style="list-style-type: none"> <li>• Leading people vs. managing a enterprise</li> <li>• Corporate values and leadership</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, Ansoff, Pümpin, Porter etc.)</li> <li>- Vision, mission and the role of goals</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 organisation</li> <li>- Connection to human resource management</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>Part 2: 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>• Theories on leadership, styles of management,</li> <li>• Self-organisation/management, time management</li> <li>• Basics in labor law (individual vs. collective)</li> <li>• Interviewing potential employees</li> <li>• Professional management of difficult dialogues (review after a negative incident, firing an employee etc.)</li> <li>• Change and change management             <ul style="list-style-type: none"> <li>- Opposition / resistance to change</li> <li>- Phases in a change: models of successful change management</li> <li>- Role of leaders in a change</li> </ul> </li> </ul>																																								
<p><b>Teaching / learning methods</b></p>	<p>This module has the following structure*:</p> <table border="1" data-bbox="410 1423 1481 1575"> <thead> <tr> <th>Week</th> <th>&lt;1</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>&gt;7</th> </tr> </thead> <tbody> <tr> <td><b>Central</b></td> <td></td> <td>4L</td> <td></td> <td>8L</td> <td></td> <td>8L</td> <td></td> <td>8L</td> <td></td> </tr> <tr> <td><b>Local</b></td> <td></td> <td>2L</td> <td></td> <td>4L</td> <td></td> <td>4L</td> <td></td> <td>4L**</td> <td></td> </tr> <tr> <td><b>Self-study</b></td> <td>20h</td> <td colspan="6">18h</td> <td></td> <td>20h</td> </tr> </tbody> </table> <p>* may be subject to changes in coordination with B1</p> <p>** for exam preparation (questions)</p> <p><b>Central teaching:</b> advanced organizers / flipped class room / role play / family tables / case studies / group assignments</p> <p><b>Decentral teaching:</b> case studies, single and group assignments</p>	Week	<1	1	2	3	4	5	6	7	>7	<b>Central</b>		4L		8L		8L		8L		<b>Local</b>		2L		4L		4L		4L**		<b>Self-study</b>	20h	18h							20h
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<p><b>Assessment of learning outcome</b></p>	<ol style="list-style-type: none"> <li>1. Final written exam (case study), open book (50%)</li> <li>2. Individual portfolio (creation of "own" leadership theory / toolbox), to be handed in on the day of the exam (50%)</li> </ol>																																								

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<b>Format</b>	7-weeks
<b>Timing of the module</b>	For ZHAW and FHNW: Spring semester, CW 8-14 For BFH and HES-SO: Autumn semester, CW 38-44
<b>Venue</b>	For ZHAW and FHNW: Olten For BFH and HES-SO: Fribourg
<b>Bibliography</b>	Steingruber P, Capaul R, 2013. Business Studies - An introduction to the St.Gallen Management Model (2 <sup>nd</sup> edition). Cornelsen Verlag, Berlin, 576 p. Dyson J, 2017. Accounting for Non-Accounting Students (9 <sup>th</sup> edition). Financial Times Prentice Hall, New Jersey, 512 p. Kühn R, Fuhrer U, 2017. Marketing – Analysis and Strategy. 1 <sup>st</sup> edition. Werd Weder Verlag, Thun, 152 p. Northouse PG, 2016. Leadership: Theory and practice (7 <sup>th</sup> edition). SAGE, Thousand Oaks, 494 p. Welch J, 2005. Winning. HarperCollins Publishers, 372 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. 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>	The introductory lectures of B1 will be required in 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>	23.02.2018