



Module	International Management in Forestry
Code	MSLS_AF-42
Degree Program	Master of Science in Life Sciences (MSLS)
ECTS Credits	5 ECTS credits
Workload	150 h: Contact: 75 h; Excursions 32 h; Self-study 38h
Module Coordinator	<p>Name Dr. Jürgen Blaser Phone +41 31 910 21 56 Email juergen.blaser@bfh.ch Address Bern University of Applied Sciences, School of Agricultural, Forest and Food Sciences, Länggasse 85, 3052 Zollikofen</p>
Lecturers	<ul style="list-style-type: none"> • Dr. Jürgen Blaser, HAFL [Overall coordination, lecture and site visits] • Dr. Urs Egger [Enterprise management and leadership] • Dr. Ludwig Lehner [Thematic input forest industry, site visits, 4 days] • Robert Hunink [former CEO TT-Timber Trade, Danzer and Olam Companies] • Forest companies: [Kronospan, Bauwerk, Blumer-Lehmann Timber Construction, UPM Germany or Kuehne und Nagel, Lenzing A], UNECE, WWF
Entry Requirements	AF-42 is open only to students of the major International Management of Forest Industries (IMF)
Learning Outcomes and Competences	<p>After completing the module students will be able to:</p> <ul style="list-style-type: none"> • Explain essential management activities (including performance reviews, communication, goal agreements etc. with focus on forestry & forest industries); • Identify relevant management competencies in different situations in forest and forest industry management, classify and develop management competencies; • Explain the criteria and choice of an adequate leadership style in different situations (individual, teams, international cooperation); • Apply methods and instruments for human resources management; • Develop solution approaches and organizational recommendations for work situations, considering motivation of staff, structure and culture of the company; • Understand negotiation situations with awareness of their broader context; • Evaluate framework conditions, such as institutional involvement, social and political climate, socio-economic contexts relevant for forest based business; • Understand difficult leadership situations in forest-based business and describe the development of conflicts and explain escalation mechanisms; • Apply context analysis, techniques of negotiations to entrepreneurial realities and specific situations in the international forestry and forest industry context.
Module Content	<p>1. Enterprise Management and Leadership:</p> <ul style="list-style-type: none"> ▪ Framework of leadership with exercises (1 ½ days) ▪ Leading in teams (½ day) ▪ Management by objectives and HR tools (2 days) ▪ Negotiation techniques (½ day) ▪ Coaching and supervision (½ day) <p>2. Management of international forest industries:</p> <ul style="list-style-type: none"> ▪ Knowledge sharing concept for applying leadership instruments in a forest development/forest business context (1 day) ▪ Context analysis and negotiations on the planning and management of a globally active forest enterprise in complex environments (1 day) ▪ Assessment of enabling conditions for forest-based investments and forest industry enterprises management (1 day) ▪ Conflict and crisis management situations as they refer to forest-based

	<p>enterprise creation and management in complex environments (e.g. international forest industry investments and management) (1 day)</p> <ul style="list-style-type: none"> ▪ Alternative project management: innovative marketing arrangement; valuation of goods and services from forests (including forest carbon market) as means for sustainable enterprise management (1 day) ▪ Negotiation of tailor-made business arrangements, <i>inter alia</i> public-private partnerships; managing private - civil society agreements; managing private - community partnerships; engaging the private sector in broader forest sector development at national and international levels (1 day)
Teaching / Learning Methods	Lectures, guided exercise, role games; case studies: 3 one-day visits to forest and forest-product enterprises/international organizations including discussions with CEOs, CFO's, COO's on issues as outlined above
Assessment of Learning Outcome	<ol style="list-style-type: none"> 1) Written exam on leadership and human resources management (Egger, 50%) 2) Oral exam (Blaser/Lehner, 30%) 3) Short analytical paper (Blaser, 20%)
Bibliography	<p>Northouse PG, 2012. Leadership Theory and Practice, Thousand Oaks. Douglas J, Simula M, 2010. The Future of the World's Forests - Ideas vs. Ideologies. Springer Series: World Forests, Vol.7.</p> <p>Detailed sources, background information and scientific literature as well as comprehensive lecturer's hand-outs will be provided on Moodle</p>
Language	English
Comments	<p>The first part, enterprise management and leadership, will be common for AF-42 and AF-54</p> <p>Participants are expected to complete the preparatory reading assignments, case studies and exercises.</p> <p>Excursions, visits and sequences with guest lecturers are compulsory for students. Consult the detailed schedule of the module, which will be uploaded on Moodle 4 weeks before the start of the module.</p>
Last Update	13.06.2016 / Jürgen Blaser