iimt Accreditation - yes we did it!

The year 2011 was marked by the iimt accreditation. Now the time has come to inform you about the final decision of the Swiss University Conference (SUC) about this process, the results and conclusion.

In the written confirmation, dated 6th February 2012, the SUC approves the positive conclusion about the iimt accreditation. The iimt as well as the Executive MBA in ICT Management and Utility Management, with the Executive Diploma as integral part, were accredited successfully. Both accreditations were carried out without any conditions, which represents the highest commendation. This accreditation will be again effective for the next seven years until 1st of February 2019.

"We used the phase of the self-evaluation for an intensive and complete check-up of all internal processes, the existing study programmes as well as the iimt itself. In this evaluation some important findings were brought to daylight and will be implemented within the next weeks. The unconditional accreditation has shown that the iimt and its Executive Programmes have continuously been developed in the last 17 years. Research and teaching is offered on highest level at the iimt and I am honoured to say, that we are very proud of that”.

We would like to thank all of you for your invaluable support during this accreditation process. You contributed greatly to this success. We are seeing this unconditional accreditation as a confirmation of our efforts in offering continuing education on the highest quality level.

We are more than happy and look forward to creating iimt's future with you!

Prof. Dr. Stephanie Teufel and the entire iimt-Team
Next Courses

Teamwork, Collaboration and People are the key for success in today's companies. HR Management combined with effective and smooth processes in your daily challenges may bring you on the road to success and strengthen your personal and professional growth. We are pleased to inform you about our upcoming courses in March 2012. Don't miss the opportunity to take an active part in business excellence.

Organisational Behaviour & HRM

Module 1: 12th - 14th March 2012
Personality, Perception and Diversity, Motivation, Conflict and Negotiation, Teamwork, Stress and Time Management, Decision Making and Creativity

Module 2: 19th - 21st March 2012
Basics of HRM, HR and Change Management, Employee Engagement, International HRM

Module 3: 26th - 28th March 2012
Leading strategically including: Personal Leadership Styles, Strategy and Goal Setting, 360° Feedback, Strategy Stories

Speakers:
- Dr. Kerstin Alfes, Lecturer for leadership, HRM and Organisation, Kingston University London
- Mrs. Christine Ledergerber Hinderling, Managing Director, Ledergerber Hinderling Consulting
- Mr. Robert L. Parrington, Director and Company Secretary of Workplace Innovation

Course fee: CHF 5100.- (for 3 modules)

Process & Excellence Management

Module 1: 15th - 17th March 2012
Process Management, Strategic and operative Process Management, a practical insight in process oriented reorganisations

Module 2: 22nd - 24th March 2012

Speakers:
- Prof. em. Dr. Fritz Fahrni, ETH Zürich & University of St. Gallen
- Prof. Dr. Thomas Friedli, University of St. Gallen
- Prof. Dr. Lüder Tockenbürger, PRO4S & Partner

Course fee: CHF 3800.- (for 2 modules)

Business Ethics

Date: 29th - 31st March 2012
The Role of Business in society, Ethical and unethical Decision Making, Managing Organisational Integrity, Responsible Supply Chain Management, Towards a new world order. The transformation of society, Corporate Social Responsibility: Theory and Practice, Global Business and Global Societies

Speakers:
- Prof. Dr. Guido Palazzo, Professor of Business Ethics, Ecole des HEC, University of Lausanne
- Mr. Ron Popper, Head of Corporate Responsibility at ABB

Course fee: CHF 1900.-

Location: University of Fribourg
Course language: English

Further Information is available on: www.iimt.ch

There is an optical illusion about every person we ever meet. In truth, they are all creatures of a given temperament, which will appear in a given character, whose boundaries they will never pass: but we look at them, they seem alive, and we presume there is an impulse in them. In the moment, it seems like an impulse, in the year, in the lifetime, it turns out to be a certain uniform tune, which the revolving barrel of music box must play.

Ralph Waldo Emerson
**iimt Accreditation**

**Decision & Conclusion**

The Swiss Centre of accreditation and quality assurance in higher education (OAQ) is mandated to ensure the quality of teaching and research at universities in Switzerland. Already in 2004, the iimt passed this quality insurance process successfully as one of the first university institutions. After seven years, the whole accreditation process with the two following milestones had to be repeated.

- The self-evaluation phase (4 month)
- The on-site-visit by external experts (2 days)

Finally in February 2012 the iimt received the positive result. The iimt as well as the Executive MBA in ICT Management and Utility Management, with the Executive Diploma as integral part, were accredited without any condition. The iimt therefore fulfils all institutional accreditation standards. Furthermore the iimt stands out for the following criteria:

- The quality of the iimt Executive Programmes in ICT & Utility Management is extraordinary
- The commitment of all members of the iimt-world is noticeable and extremely high
- The communication between all involved persons is functioning straightforward and smooth
- The iimt Executive Programmes were further developed and are very flexible
- The integration and combination of theory and practice is successfully implemented
- Regulations and processes are clearly described and well documented
- The teaching staff is motivated and highly qualified in their field
- The careers of iimt students and graduates are remarkable

The iimt has a range of Executive Programmes leading to academic and professional degrees with stated goals and objectives. Furthermore iimt students may participate in international exchange programmes, the institute offers an international teaching body and cooperates with industry partners worldwide. Aspects which are indispensable for an international competence centre like the iimt.

**Caroline Oehri**

Caroline Oehri is working at the iimt for a five month traineeship, beginning in January 2012.

Caroline grew up in Baar, a community of Zug and since 2009 she’s enrolled at the University of Fribourg. In June 2012 she’ll have completed her bachelor in management and economics. Caroline wrote her bachelor thesis at the iimt, and is now given the opportunity to work here as a trainee and will be involved in different research projects at the iimt.

The iimt staff is looking forward to collaborating with Caroline and wishes her a good start!

**Change in iimt team**

Jeannine Boschung changed her position at the iimt. Since September 2011 she worked as an administrative assistant and supported Petra Heumesser in the organisation of the executive courses as well as Kirstin Stadelmann in the marketing department. From January 1st she works entirely for the marketing department as Marketing and PR Manager.
From Yale to Jail: 
When good Managers do bad things
Masterclass 29th March 2012

Topic of the Masterclass
It is a taken for granted assumption that bad things are done by bad people. Scandals in corporations are attributed to greedy managers with character deficiencies. Accordingly, the compliance systems in corporations are designed to keep bad people in check. However, the most shocking lesson we learn from recent scandals is that persons with a high level of integrity who are put into a pathological context will probably misbehave. They become ethically blind – they do the wrong things but they can’t see it.

My presentation will help you to understand the psychological mechanisms behind that phenomenon and how organisations and individual managers can protect themselves against these psychological risks.

Top speaker of this unique Masterclass
Prof. Dr. Guido Palazzo
Guido is professor of Business Ethics at the Business School of the University of Lausanne and a visiting fellow at the Universities of Oxford and Nottingham.

He has taught at numerous business schools, such as Insead, Hanken/Helsinki, Beijing Institute of Technology, EPFL Lausanne and Copenhagen Business School. He has worked with numerous corporations and NGOs on projects in compliance and corporate responsibility. His research has been published in world leading management journals. He serves as an associate editor of the Business Ethics Quarterly. In 2008 he was awarded with the renowned “Max-Weber-Price for Business Ethics” delivered by the then German president Horst Köhler.

Location: University of Fribourg
Room C230
Time: 17:00 - 18:00 followed by an aperitif
Course Fee: The Masterclass is free of charge, registration is required
Registration: Deadline 25th March 2012 by e-mail: iimt@unifr.ch
Information: available on www.iimt.ch

ICT Networking Gala
26th January 2012, Berne

Already for the tenth time the legendary ICT-Networking Party took place in Berne. In order to celebrate this anniversary, the event was slightly renamed into the ICT-Networking Gala. Another speciality was the location of this happening. For the first time, the ICT-Networking Gala took place in the Champions Lounge of the “Stade de Suisse” instead of the familiar Kursaal. Nonetheless more than 1300 ICT specialists, politicians, industrialists and researchers met for a get-together in a multimedia-based and football embossed atmosphere. At the biggest party of the ICT sector, participants had the possibility to celebrate, laugh and network.

The iimt was again host of a table, and invited people from Ernst & Young, excelsis, Business Technology, Hostpoint, revendex and UPC Cablecom. In a relaxing and amusing atmosphere hosts and guests started with a common aperitif. Once all participants were seated and introduced to each other, the second part of the evening continued with amusing speeches from Beat Kappeler, Ludwig Hasler and video clips from the first ICT-Networking Party ten years ago, which was at this point called “Picknic-Party”.

Responsibilities were as usually distributed, like the Chief Table Officer, Chief Cheese, Ham, Salad, Beverage and Dessert Officers and guest edged off to get food and drinks for the other invitees. After the common dinner and interesting discussions, the intermezzo show act took place. Andreas Thiel shared his political parody with the audience.

The official part of the ICT-Networking Gala ended with a dessert buffet and the traditional “Biergarten”. After ten years, Fritz Sutter handed over the organisation of the event to Vania Kohli, executive director asut, and the iimt is already looking forward to another crowded ICT-Networking Party in Berne.
Hostpoint

It all started with a simple idea: storage space for websites cheap enough for everyone to afford. Back then, in 2001, the idea was revolutionary. The internet hadn’t yet ascended to mass media status. Setting up a website involved renting a server for a hefty price and then a cumbersome transfer of data. Company founders Sandro Bertschinger, Markus Gebert and Claudius Röllin wanted to make a change to that. Their answer: Hostpoint. They rented storage space for websites, developed user-friendly server software for site administration, provided competent support for their customers – and charged just 9.90 Swiss francs a month for it. The idea was a powerful one; just one year later Hostpoint was home to 1,000 websites and had to hire its first worker.

From 0 to 150,000 websites in just ten years
We still hold true to that idea today. Successfully! Hostpoint, a publicly held company since 2005, is Switzerland’s number one web hosting provider and is now also active in Austria. With a staff of 30 based in Rapperswil-Jona, we provide support for 150,000 websites and 170,000 internet addresses. 2011 was a record-breaking year for us, with revenues of 8.5 million francs. Our customers include household names like Swiss Post, Migros and Hero, as well as celebrities including Alex Frei and Chris von Rohr. That’s all window dressing, though. Hostpoint’s focus is the same as it was in 2001: small and mid-sized companies and private persons.

Success is no accident: It’s why we’re number one
Year after year we invest millions in infrastructure and improving our server software. We backup all data multiple times per day using two independent systems in separate physical locations. The servers are in the Interxion data center in Glattbrugg – a location trusted even by Swiss banks to hold their information. We also rely on powerful programs that are easy and intuitive to use. One example is the web-based control panel that allows our customers to manage internet addresses, web servers, email accounts, databases and applications on their own. Or the SITES content management system that allows even non-tech-savvy users to design and publish a professional-looking website in just minutes, without having to read a handbook first.

What has become of the idea that started it all?
Technology has changed rapidly since 2001. Our web hosting for everyone has gotten much more powerful and convenient than before. Yet the price is still the same! Storage space for websites is still available from Hostpoint for just 9.90 Swiss francs a month. If only everything in life were as simple as our business model...

Claudius Röllin

www.hostpoint.ch

More information about the different partnership possibilities are available on www.iimt.ch
**Management in the Energy Sector**

As part of the Master programmes of the Faculty of Economics and Social Sciences the chair of Management in ICT is currently offering the following lecture in the academic year 2012:

Management in the Energy Sector.

The aim of this course will be to build up the student’s competences in planning and controlling of enterprises acting in the Energy Sector. Due to liberalisation and the new energy strategy set by the regulators: “to continue to safeguard Switzerland’s high level of energy security although without nuclear energy in the medium term” the enterprises have to face new open issues. Strategies have to be adjusted and a rethinking on the management level has to be performed. The course will also approach these management aspects.

The lecture will be given by the Prof. Dr. Stephanie Teufel, director of the International institute of management in technology (iimt). All aspects of management presented during this course will be put in perspective of the Fribourg Energy Management Framework. This will include a profound understanding of the competitive environment as well as on the dimensions of “social and politics”, “organisation and management”, and “product and services”.

In addition to the lectures given by Prof. Dr. Stephanie Teufel it is foreseen to have external guest lecturers from the Energy sector.

The key takeaways for this course will be: market-oriented competition in energy networks, security of electricity supply as a constraint, technological changes introducing smart grids.

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**Strategic Project Management**

The chair of Management in Information and Communication offers additionally the course “Strategic Project Management” in the spring semester 2012.

The course focuses on coaching student’s capabilities and skills for their future tasks as project managers. For students guidance, the course refers to the methods of the PMI (Project Management Institute) and build up the prerequisite for the PMBOK ® certification. On this account, Mr Roduit from PMI will give an introduction of the PMI program. Besides the theoretical part, practical project management tools will be presented and their applicability, for example the magic triangle composed of time, costs and quality presented by Kanovis. Moreover, the implementation of project management will be elucidated by Revendex which is a consulting company in the area of strategy, organisation and process development. Last, but not least, sharing of practical experiences will be provided by Mr. Adam who will illustrate a case study from Campana & Schott. We are also happy to welcome two guest speakers for sharing practical experiences in “Risk Management” and “Contracts in Procurement Management”. First, Mr. Greene, Senior Consultant of Arcondis will share his insight of Project Risk Management and will provide different perspectives. Second, Mr. Straub from Deutsch & Wyss Partner will discuss the basic understanding of contracts in procurement. Finally, the course offers an experience report of a senior consultant on the latest topic - Global Project Management (GPM).

The students will be taught the basic know-how, tools and methods of project management which will be tested in a final presentation of self-selected projects.
Guest lecturers in Strategy & Innovation Management

Also this year we welcome some interesting guest speakers for the course “Strategy & Innovation Management. Following some impressions of the four presentations.

Strategic changes of energy in Switzerland – Axpo’s experiences

Predicting the energy future is a huge challenge - sometimes impossible - but current issues in the energy sector make it necessary to overcome possible threats. It is not just financial ones related to companies, but also risks to economic and social stability.

The presentation of “The Future of Electricity in Switzerland” by Dr Martin P. Everts, Head of Corporate Development at Axpo, gave insight into the challenges of long-term (several decades) strategic development. The introduction set the field by defining the assumptions of energy transition and the challenges to them. A critical point is the determination of the consumption per capita while investigating the sustainability of Switzerland’s import/export business to/from France and Germany. Additionally, the impact of alternative energy forms were viewed under a magnifying glass; can the solar (10TWh) and wind (4TWh) energy output increase by 2050? In short: calculations of available surfaces for solar energy as well as low wind velocity in Switzerland would suggest “no”.

Another point discussed is the consequences of energy transition. Nowadays, the level of energy prices compared to our neighbours is a competitive advantage, but “electricity prices will generally rise”, said Mr Everts. Reasons include: renovation expenses for old power plants, and taxes and levies. Another consequence lies in the security of energy supply. It will decrease as a result of a) the increase in import dependence and b) of the stochastic production.

The final piece of the complex strategy development puzzle is the understanding of Axpo’s core business (energy production and the energy trading), characteristics of the industry (just in time, security of supply and generation of dividend), and sustainability of business platform (ecological, financial and social responsibility).

Early recognition of trends

On 25th of January 2012, iimt had the pleasure to welcome the guest lecturer Dr. Martin L. Schmatz in the course Strategy & Innovation, module 3.

The students liked his lecture a lot. The comments in the evaluation were very positive:

“Excellent lecturer”

“Very interesting topic and methodology, this presentation has a real added value on how to drive innovation processes. The lecturer was really excellent, hope you will invite him again next year”.

With the profound understanding of internal and external factors, the picture can be assembled. As a result, numerous strategic initiatives are summarized. By arranging those according their attractiveness and proximity to the core business the essential strategic initiatives can be pursued.

As a final note: it was quite impressive, that the strategic planning in the energy sector affects not just our children, but the main affected parties will be our grandchildren.
Here are some extracts of his lecture:
In the year 2011, IBM is the worldwide patent leader; more than 6000 patents were registered by IBM. IBM Research labs are settled all over the world. The worldwide success of IBM is based on early recognition of a trend. Innovation developing must start, before the customer recognises that an innovation is useful. (See figure 1)

![Image of Innovation Dilemma](image)

Fig. 1 Innovation Dilemma. Free illustration according to „Innovator’s dilemma“ by Clayton M. Christensen, Stephan Friedrich von den Eichen, Kurt Matzler

The trick is to follow the trend line. That means: Early identification of significant technology trends. You should think three till ten years in future. One of the problems is the dissipated energy you need for each logic operation. Another delicate factor is the needed central processing unit power in contrast of needed time. Always have a strategy with milestones in it. You should avoid the possibility of disruptions. For that reason you also have to know if the market is ready for your innovation. You need a high potential to create new businesses and if you don’t work in a huge company of course a lot of money to realise your dreams.

What is the strategy to survive, cisco?

Today, strategy and innovation management are required for surviving in highly competitive and fast changing fields like the IT industry, and hence Mr. Martin from cisco shared his experiences on how cisco achieved a story of success for the past 25 years.

This remarkable achievement has at its core a plain, but effective strategy - ”Capture markets in transition“. To capture means for CISCO to lead the alteration from plain router based networks to sophisticated intelligence networks. A relentless concentration on the core (”doing this better than anyone else can do“) is necessary. On the other side, external influences – the industry is catching up quickly - have a lasting effect on being the technological leader and also on the revenue stream. Hence, two additional points are important for success a) a clear understanding of vision, strategy and execution, and how they affect CISCO and b) balance between centralised-decentralised responsibility delegations.

Responsibility for market objectives is country specific and it would be a maniac undertaking to map American objectives to the Swiss market. Therefore, the focused sectors in Switzerland are enterprises, service providers and commercial. This positioning of liability qualifies cisco to adjust on existing or lead to new market segments. Making bold decisions is part of that and even friendships aren’t protected from that, said Mr. Martin.
Qualifying refers to managing capabilities appropriately, but you also need a system that fosters the pipeline of innovation. Cisco’s “Open Innovation Model” contains the four elements: build, buy, partner and collaborate. Additionally, with multiple sources of idea generation (e.g. employees, i-Prize) a steady flow of opportunities is guaranteed. Within the cycle of innovation, those opportunities will be guided from an emerging technology to an established one and ensures for reinvestment. This approach1 requires different sets of skills and types of people for each phase.

The strategy to survival can be summarised as a) you need appropriate people, b) focus on the core and c) the vision has to be understood.

1 For more information, please consider “Crossing the Chasm”, Geoffrey Moore.

Microsoft, as well other industry peers, are using different sources for innovation. Mr. Waser described two innovation approaches: a) “outside in” innovation (tracking of external research, e.g. innovation cluster for embedded software with partners like EPFL and ETH) and b) “inside out” innovation (global Microsoft research facilities). Additionally, a central point of innovation management is to secure knowledge transfer within Microsoft (across research facilities, but also from top down and from bottom up).

In addition to software innovations, Microsoft strategy also includes business model refinements. The buzz word here is “cloud computing”. By delivering standardised IT services on a bigger scale, the benefit for customers (value creation) is the increase of productivity. Over the years, the range of services was incrementally diversified (e.g. Messenger, Zune, SharePoint, CRM Online etc.). On the other side, value is captured in business models adjustments like “pay as you go, and only for what you use”.

In conclusion, the presentation showed that you have to do your homework – have innovative approaches, but also create new ways to do business and, most importantly, adjust business models to meet customer’s needs.
Did you know?

Social Media around the world 2011

Awareness of Facebook is close to 100%

More than 1 billion people (> 70% of internet population) use social networks

Average Facebook session lasts 37 minutes, Twitter 23 minutes. More than 400 million people use Facebook every day

There is a big Twitter paradox: 80% is aware of Twitter, only 16% use it

> 50% of social network users are connected to brands

On average, people install 25 apps on their smartphones, but use only 12. Most used apps are social network apps.

Source: http://www.slideshare.net/stevenvanbelleghem/social-media-around-the-world-2011

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Information Sessions in Fribourg

Continuing education: The key to success!

The iimt offers the only executive training in Switzerland with a specific focus on ICT and Utility Management. Through its highly developed international network of partners from the academic world and the industry, the iimt offers you the ideal opportunity to take a competitive step into the future!

Find out more and visit one of our information session:

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All information sessions will take place at the iimt

Registration: iimt@unifr.ch

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Social Event

The next Social Event will be on 23rd June 2012. Please reserve this date. Further information will follow soon.

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iimt Shortcuts