Swiss payment market in change

The Swiss M-Commerce market is currently in transition. Presently providers like Google or Apple determine the market. It has been predicted that mobile traffic will increase fifteen times of the actual state by 2016. More and more enterprises are aware of this trend and are trying to launch new business models which allow payments through mobile devices. Due to this reason the Swiss M-Payment market has been analysed lately. The increased spreading can be explained by the smartphone density and new technologies such as NFC (near field communication). Anyhow the end consumer’s behaviour is still cautious. There are still constraints, barriers and conservative attitudes. Moreover it is also difficult to estimate how the market will be developing within the next years. This is proven by the observant and lurking comportment of the companies. No M-Payment solution has been completely established on the Swiss market. However what characteristics should a mobile payment solution possess for a successful and long term market placement? It has been shown that factors such as easy accessibility, ease of usability, low cost, high penetration and ubiquity play an important role. These results were not surprising. Nevertheless not all payment solutions cover these characteristics.

The master thesis of Jeannine Boschung shows that in Switzerland enterprises try to find their own way on the payment market. But the market positioning is difficult due to a huge provider’s dominance. The Swiss provider should find a solution with preferably high penetration an no limitations for the users. One possible solution would be a formation of alliances.

On page 9 more master theses, which were recently submitted at the chair, will be presented.

1 Source: www.presseportal.ch/de/pm/100018263/10071879/solon_management_ consulting_gmbh/mail
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Speakers:
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- James Greene, Senior Manager, DHC Dr. Heterich & Consultants
- Dr. Graeme Lindsay, Professor of Marketing and Strategy, Amiens School of Management, France
- Dr. Elena Mugellini, Professor at the University of Applied Sciences for Western Switzerland
- Dr. Philippe Oechslin, Founder and CEO of Objectif Sécurité and Senior lecturer at the Swiss Federal Institute of Technology

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The Electricity Sector - open Market, Strategy and Positioning; The Generating Company; The Transmission Company (European Directive, Cross-border Electricity Regulation, Unbundling, Capacity Allocation Mechanisms, Ancillary Services)

Module 2: 10th - 12th September 2012
CO₂ Trading; Portfolio and Risk Management; The Distribution Company; Asset Management (Sales Price versus Assets, Exercises)

Module 3: 17th - 19th September 2012
Congestion Management Power Flow Control and Economics, Social Welfare; De-congestion Management; Reliability and Investment optimisation; Energy Situation; Environment Issues Impacts and Guidelines

Speakers:
- Prof. Dr. Göran Andersson, Professor, ETH Zürich
- Dr. Lukas Küng, Head of Networks Distribution, ewz
- Dr. Olof Nilsson, Senior Risk Analyst, Group Risk Management, Vattenfall
- Dr. Dieter Reichelt, Member of the Board, Axpo
- Dr. Stefan Ulreich, E.ON Energy Trading, Originator

Information Management & Decision Support (Subject to modification)

Module 1: 6th - 8th September 2012
The Role of IT: its Importance for Corporate Strategy; Fundamentals of Information Management; IT-Governance, IS-Controlling and Risk Management

Module 2: 13th - 15th September 2012
Implementing Information System in Organisations; Effecting Organisational Change; International IT Implementation; IT Service Management

Continued on page 3
Module 3: 20th - 22nd September 2012
Data Warehouse Architecture; Customer Data Warehouse; Knowledge Discovery Process; Data Mining Techniques; Practical Sessions and Hands-on Training

Speakers:
- Prof. Dr. Tilo Böhmann, Head of IT-Management and Consulting, University of Hamburg
- Prof. Dr. Helmut Krcmar, Chair for Information Systems, Faculty Informatics, TU Munich
- Prof. Dr. Andreas Meier, Professor for Information Technology, University of Fribourg
- Prof. Dr. George D. Smith, Honorary Senior Fellow, School of Computing Sciences, UEA Norwich, UK

Further Information is available on: www.iimt.ch

Christoph Iseli
2nd March 2012

Christoph Iseli is working at the iimt for a one year internship, which began in March 2012.

Christoph grew up in the region of Solothurn and since 2009 he’s enrolled at the University of Fribourg. In summer 2012 he’ll have completed his bachelor in management. In autumn he’ll start with a master in economics also at the University of Fribourg.

Christoph is taking over support functions in the course coordination and marketing department.

PAPI-I Assessment

As part of the Organisational Behaviour & Human Resource Management Module III (OB & HRM-3), a PAPI-I assessment of all course participants (a total of 15) were carried out.

PAPI stands for Personality and Preference Inventory and the letter “I” stands for Ipsative, which is one of the two types of PAPI tests. The other test is PAPI-N, where “N” stands for Normative.

PAPI-I is an assessment method to define the profile of an individual. During the OB & HRM-3 course, emphasis was laid on the Leadership Profile of the individuals. PAPI-I assessment helps an individual to understand their profile, increases one’s self-awareness with respect to their behaviour and their capabilities. PAPI-I assessment provides guidance for individual development and assists the individuals to identify potential gaps in their Leadership Profile, so that goals can be set towards improvement.

Three weeks prior to the OB&HRM-3 course, each course participant received an invitation from “CUBIKS” to complete a PAPI-I online questionnaire. In this Ipsative assessment (PAPI-I), there were 90 questions in total and each question had a choice of two answers. It was a forced choice questionnaire where one must choose one out of two statements, in order to proceed further with the questionnaire.

Interpretation of the responses were done by Malcolm Fidge of M & M Associates and the assessment reports were sent to each course participant by mail right before the start of the course. Results of the analysis were distributed on the day of the course to each individual about their Leadership Profile.

Continued on page 4
The PAPI-I profile of an individual was represented by PAPI Wheel diagram. The PAPI Wheel diagram consisted of 20 scales, ten scales each for “NEED” and for “ROLE”. Based on the interpretation of the responses, “Need” & “Role” is then plotted on a scale of 0 to 9. Out of the 20 scales, eight were very important for the Leadership Profile (as listed in italics) and they are grouped into seven broad areas of work behavior.

I. Active Dominance
1. Need to control others (P)
2. Leadership role (L)

II. Conscientious Persistence
3. Organized type (C)
4. Integrative Planer (H)
5. Attention to Detail (D)
6. Need for rules and supervision (W)

III. Openness to Experience
7. Conceptual Thinker (R)
8. Need for Change (Z)
9. Need to finish a task (N)

IV. Sociability
10. Need to be noticed (X)
11. Need to belong to groups (B)
12. Social harmonizer (S)
13. Need to relate closely to individuals (O)

V. Work Tempo
14. Ease in decision making (I)
15. Work Pace (T)

VI. Agreeableness
16. Need to be forceful (K)
17. Emotional Restraint (E)

VII. Seeking to Achieve
18. Need to achieve (A)
19. Need to be supportive (F)
20. Role of the hard worker (G)

Participants were split into groups of two. Our tutor for OB & HMR-3 module Mr. Parrington allowed ample time to read the assessment reports and to have one-on-one discussions with our discussion partner. Participants could get to know the PAPI-I wheel diagram better through group discussions. Each member of the group played the role of the coach as well as the role of an “assessed”.

Later on the whole class was divided into four groups and asked to make a presentation on their understanding of PAPI-I assessment and how it can help them in the future with respect to their Leadership Profile.

50% of the participants agree that PAPI-I assessment is a 100% reflection of their profile, however the rest of the participants admit that PAPI-I assessment reflects only about 70 – 80% of their true profile. Every leader must do an PAPI assessment at least once in his lifetime, as it is a good tool to understand an individual’s Leadership Profile, however one must complement the PAPI-I assessment with DISC Profile or HBMI tests.

PAPI-I interpretation results are valid for a period of one year and it is recommended to repeat PAPI-I assessment after a year. Several course participants determined to continue to meet in the future, exchange notes on the improvements and coach each other on their Leadership Behavior as a result of PAPI-I assessment.

Anburajan Nainar (EMBA student at iimt)
Kaufmann Projects
Sharpen your axes!

Do you know the story of the lumberman who is terribly busy felling trees with a blunt axe? To the good advice of a hiker to take a short break for sharpening his axe he responds that he can’t afford any interruption. The trees must be chopped down by sunset.

Nowadays, this story is crucial more than ever. It doesn’t play in our green forests but much more in all kind of small, medium and large enterprises. Here and there, people spend hours working at computers giving the best of their will, knowledge and conscience. Many of them may not be aware or don’t know how to perform repetitive tasks more relaxed in a much faster and easier way. As long as existing work processes depend on available software solutions which neither get reconsidered nor improved a significant amount of valuable time and money is lost day after day.

KAUFMANN Projects help you to considerably extend and to sharpen your range of software tools. With a lot of creativity, business acumen and wide practice experience KAUFMANN Projects provide you with powerful, customized and user-friendly software solutions at interesting costs. Perfectly structured and carefully programmed Microsoft Access databases and Microsoft Excel applications by KAUFMANN Projects allow you to save time and money in any time-consuming process from now on.

Can you afford losing money and keeping your staff waiting? If not, please contact KAUFMANN Projects, today. I am open to listen to your needs.

Free BPMN Introduction by the Co-Authors of the BPMN 2.0 Handbook

BOC Switzerland (www.boc-group.com/ch) hosts several so-called InfoDays in 2012 focusing on different aspects of process and architecture management. One of the hottest topics in business process management nowadays, is the standardization of process modelling notations that can be used by business and IT experts and supports an easy exchange of process information between organisations. The most important standard within this domain is BPMN 2.0 (Business Process Model and Notation) provided by the Object Management Group (http://www.bpmn.org/). Persons interested in BPMN and process management can now take the chance to join one of the BOC InfoDays and benefit from a BPMN introduction based on the leading BPM software ADONIS (free version available at http://www.adonis-community.com). Participants will get a theoretical overview on BPMN and a free practical BPMN introduction using the ADONIS Community Edition, which will be handed out to each participant at the end of the event.

Note:
BOC InfoDays will be held in German.

Next BOC InfoDays focusing on BPMN:

21.06.2012 in Zurich, Hotel Central Plaza
30.08.2012 in Bern, Hotel Schweizerhof
25.10.2012 in Zurich, Hotel Central Plaza

For other BOC InfoDays focusing on Process, Risk and Architecture Management please visit: www.boc-group.com/ch/info-center/events/
Sage Schweiz AG

Business software for Swiss SMEs – for successful ideas
Sage Schweiz AG offers SMEs a business software package tailored to the diversity and individuality of Swiss industry. The solutions are largely based on standard functions, are quickly implemented and simplify corporate business processes in the long term. State-of-the-art technologies and open architecture mean they can be enhanced with industry-specific products at any time. Proximity to customers and holistic IT service is ensured by a pan-Swiss network of 600 sales, integration and solution partners. In addition to classic product support, Sage offers superb specialist support for business management issues, a wide range of training and education packages and comprehensive support in the financial services field.

Innovative company with a balanced portfolio
Sage is divided into two business units (Small Business and Medium Business) and offers enterprises carefully conceived software products. It does not matter what stage an SME is at - Sage grows with its customers, from start-up to the first step over the threshold. The small and medium-sized enterprise market segment incorporates products such as Sage Start, Sage 50, and Sage 100. Sage is geared to medium and large enterprises (from 50 employees) looking for a powerful, one-stop ERP solution with Sage Office Line, Sage 200 and Sage ERP X3. The comprehensive portfolio is rounded off by two tried-and-tested CRM products – Sage ACT! and Sage CRM.

Sage Classroom – targeted education for future experts
With Sage Classroom, Sage offers a specific product for various education and training institutions. Pupils and students learn how to use leading Swiss software solutions, from Sage, to good effect. Sage 50 accounting software and Sage 100 business software turn future specialists into well-versed users in the fields of finance, order and performance recording.

60,000 customers throughout Switzerland
More than 60,000 different-sized Swiss customers in various sectors put their trust in Sage's software products and services. These include more than 1,200 accountants, with thousands of clients, 180 retirement and care homes and 60 education and further education institutions.

Jean-Jacques Suter
CEO Sage Schweiz AG

Company data
- Sage Schweiz AG
- Established: 1985
- Employees: 200, 60 of which are in software development
- Branches: Lausanne (canton of Vaud), Manno (canton of Ticino)

Expertise
- Book-keeping programmes for small businesses
- Business software for SMEs
- ERP systems for medium-sized to big enterprises and internationally active SMEs
- CRM (customer relationship management) software for big and small enterprises
- Industry solutions for the local community and healthcare sectors
- Industry specific enhancements to Sage standard products
- Use of Sage standard modules in Sage external partner industry solutions
- Customized advice, products and services

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On the 29th of March the iimt Masterclass with Prof. Dr. Guido Palazzo, professor of Business Ethics at the Business School of the University of Lausanne, took place at the iimt. The topic of the event was “From Yale to Jail – when good managers do bad things”.

It is a taken for granted the assumption that bad things are done by bad people. And most people can easily distinguish between what’s good and what’s bad. In Prof. Palazzo’s amazingly speech participants experienced, that it is not that simple. In different real life examples, the banality of evil (based on the thesis of Hannah Arendt) was presented.

But what can we or should we do in order to act morally and to avoid ethical blindness? Every human being perceives the world through a filter. If organisational or situational pressure, ideologies and dogmas are added the risk of this ethical blindness is extremely high. To avoid ethical blindness corporations should for example understand the risk of pressure, goal setting, incentives control and authority. Moreover they should communicate with (critical) external stakeholders.

Prof. Dr. Palazzo’s presentation has shown the psychological mechanisms behind that phenomenon and gave the participants useful tools to protect one against psychological risks.

Chair goes Facebook!

Since May 2012 the Chair of ICT-Management has launched its Facebook page as an enlargement of the official iimt.ch website. The target group of the page is mainly defined as students of the University of Fribourg. Through this Social Media application, the Chair wants to get closer to the students in the Bachelor- and Master programmes. Using the promptness of this communication channel, the Chair will be up to date in distribution of recent publications and research-findings.

Facebook was chosen in terms of usability, dynamics and dispersal among the target group. We want to minimize the contact barriers between students and the Chair. Via Facebook it’s easy to get in touch with assistants or even Prof. Dr. Teufel. As mentioned, the page will be updated with recent publications as well as with open possibilities or positions to write Bachelors- or Masters-Theses with the iimt and its miscellaneous industry partners. Follow us on Facebook! Don’t hesitate to contact us via Facebook, you will find us by typing “Chair of Management in ICT” in your facebook search field.
Strategic Project Management

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

29 students took the chance to learn the capabilities and skills as project managers. As guidance, the course referred to the methods of the PMI (Project Management Institute) and built up the prerequisite for the PMBOK ® certification. On this account, Mr. Roduit from PMI gave an introduction of the PMI programme. Besides the theoretical part, practical project management tools and methods from different companies were presented on their applicability. The “Tower Experiment”, presented by Mr. Reid (Kanovis), showed the magic triangle composed of time, costs and quality. The students were eager to fulfill the extraordinary and demanding task which resulted in excellent paper constructions. Mr. Dahlem and Dr. Kessler (Revendex) introduced the audience in real life project management experiences and the complexity of dealing with it. The last, but not least, sharing of practical experiences was provided by Mr. Adam and Mr. Schmid who illustrated a case study from Campana & Schott. In the “Aperos” the difference and similarities were among those approaches. Extending the perspective, we were 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 shared his insight of Project Risk Management. Second, Mr. Straub from Deutsch & Wyss Partner discussed the basic understanding of contracts in procurement.

We are looking forward to hear more about their self-selected projects in the final exam.

Management in the Energy Sector

As part of the Master programmes of the Faculty of Economics and Social Sciences the Chair of Management in Information and Communication Technology offered the lecture Management in the Energy Sector in the academic year 2012. The aim of this course is 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 also approaches these management aspects.

The lecture was given by the Prof. Dr. Stephanie Teufel. All aspects of management presented during this course were put in perspective of the Fribourg Energy Management Framework. This included a profound understanding of the competitive environment as well as on the dimensions of “social and politics”, “organisation and management”, “productand services”, and “powerengineering”. This spring we again had a guest speaker from the industry – Mr. Matthias Rauh from HORVÁTH & PARTNERS. He talked about the topic “Power Supply 2050: scenario 100% renewable energy”. The wide variety of presentations of the students were impressive and included contributions like 2012: International Year of Sustainable Energy for All, Energy Supply in the Future, Urban Farming, Power Trading in Wholesale Markets, Smart Home, Wood Pellets as Part of Renewable Energy Mix, New Strategies for Utility Companies after the Nuclear Power Phase-out.
Social media provides opportunities and risks for both industry and government. Employees’ behaviour on social media platforms can have a lot of positive effects for a company or an administration since boundaries between private and business activities on social media platforms are blurred. But they can also cause considerable harm to themselves and their business organisations without due reflection. An integration of social media platforms in organisational ICT infrastructures is mainly focused on technical aspects and usually ignores the human dimension, but protection is only possible by a holistic approach. Rules of conduct appear to be essential. Social media gain more influence, but their potential as well as their risks are considered too little.

Therefore, towards the end of 2011 Caroline Oehri and the iimt launched an investigation among Swiss organisations and companies to find out how they act in the social media world. The survey has shown that 42 percent of responding companies/organisations have no guidelines of any kind for the use of social media platforms. The survey included some of the best-performing Swiss companies. Both the opportunities and the threats of social media tools were highlighted and it became evident why social media guidelines represent a useful security document for any company. Some companies have already developed such guidelines, which should help their employees make sensible decisions about their "online activities", to protect themselves as well as the company.

Existing guidelines were parsed and compared in order to obtain quantitative statements about frequencies and priorities. The norms and rules most frequently used in existing guidelines were thereby identified and various exposed security gaps were also clearly revealed. It was therefore possible to establish the relevant rules that are essential to all social media guidelines. Every employee should be encouraged to take personal responsibility to ensure the protection of security, confidentiality, integrity and reputation of their employer.

Master Thesis 2012 by Roger Neuhaus
Electric Park System

Roger Neuhaus has written his master thesis in the framework of the ePark Project. The ePark Project researches in the field of electro mobility. Electric vehicles are now available on the market and are more and more considered as the main alternative for a sustainable individual mobility. To take full advantage of electric vehicles, the end-users will need enabling technologies to facilitate the accessibility to charging stations at a national level and to ease the planning of their trips. ePark will offer interoperable services for the different charging systems available in Switzerland including unified identification of users, billing, trip planning, location of charging stations, etc. A low cost station will also be developed, targeting the market of collective parkings. ePark is conducted with the following partners Groupe E SA, iimt, Innovationsförderung des Kantons Freiburg, Kantonalbank Freiburg, Softcom Technologies AG, Swisscom SA, Touring Club Schweiz, Fachhochschule Westschweiz, HES-SO.

The master thesis Electric Park System is analysing the Swiss market of electric vehicles (EV) in order to figure out if people are interested in e-mobility or not, how the market is dealing with supply and demand, and what the actual as well as future technology standards are. In order to know exactly which segment to include in the research, the work is providing a framework for the market and the potential and existing customers of EV.

The analysis provides information about the potential users of EV who took part to the market surveys, their travelling habits, and interests. In a second part, the results show what people expect from electric vehicles, where they want to recharge them and how they want to activate the stations and pay the electric current in the end.

Continued on page 10
Further, more detailed questions are dealing with the charging process and charging time. With the gained results the manufacturer of the prototype can discover if it is going to be lucrative to build electric charging stations and which functions the stations should have in order to be competitive and well accepted in the eyes of people. In the end the manufacturer will be able to get a picture of the attributes and what people are expecting, in order to build the optimal charging stations for private and business users all over Switzerland.

Bachelor Thesis 2012 by Swen Suter
Interoperability of mobile value-added services in the Swiss cell phone business

Swen Suter has written his bachelor thesis in cooperation with Swisscom and aims to identify chances and threats for Swisscom AG in an interoperable market for mobile value-added services and to explain the underlying theme of interoperability and mobile value-added services. The objective of this work was based on the upended motion 10.3809, which insists on the establishment of such interoperability on the mobile market. The work analyses the Swiss cell phone market in respect of saturation of the market and growth areas for value added services. The different product categories for mobile value-added services are identified. A SWOT analysis and environmental impact study are conducted. The analysis results support the different market player in finding the right strategies for their offers in an interoperable market in the future.

Business model for Smart Grids (BizGrid)

A swisselectric research project performing a cost benefit analysis for smart (electricity) grids will soon be accomplished. The iimt contributed considerably to the elaboration of the theoretical foundations. The distribution grids are going to be penetrated by information and communication technology, they go « intelligent ». In order to avoid an important raise of the tariffs due to the necessary investments, all possible benefits must be taken into account.

For a product to be successful on the market, it has to offer an added value to the customers, be technically feasible, offer a good price performance ratio and recover the service provider’s costs. Therefore, a business model consists of at least the following three main components:

- value proposition;
- architecture of value chains;
- revenue model.

During the survey of published papers, we found that the first two points are very well covered. We shifted therefore the emphasis of the project towards the quantification of the revenue model. As a classical approach, the net present value method has been chosen (investor’s view). In the Swiss regulation model (cost plus), the financial efficiency is primordial for apportioning the cost of “smart” components onto the grid usage tariffs (art. 15 par. 1 of the Swiss electricity supply law). Therefore, a regulator’s view has been developed, showing a comparison of cost driving resources and revenue generating activities. The decisive criterion is avoiding a raise of grid usage tariffs.

While developing the tool, the business case of a virtual distribution system operator has been calculated. After the data acquisition from real distributors, the virtual business case has been adapted to reflect the tendencies of the real ones. Since the real business cases are confidential, only the virtual one will be published. Large distribution system operators are especially interested in fiber optic networks as a communication medium. The use of fiber optic communication in smart grids only makes sense if its components interact in near real time. To break even, also a high density of metres per building terminal is necessary. The scenario analysis allows assessing the impact of future framework changes like a new meter certification law.

Generally, the sobering results confirm the “wait and see” attitude of Swiss distribution system operators and the Swiss regulator ElCom. Further information: beat.steiner@hefr.ch
iimt Shortcuts

**Did you know?**

**Remarkable aspects of money**

**12′246′000 covers**
So many covers in the total amount of 26.6 billion francs were drawing out cash dispensers in 2010 in Switzerland. This corresponds to an average of 217 francs per cover. Switzerland has a total of 6448 cash dispensers. The first one was installed 1968 in Zurich.

**3.5 percent**
This is the inflation rate, which reduces the purchase power every 20 years by about half. Merchandise for one franc will cost two francs in twenty years time.

**83 years**
This is the age of the oldest fund which still exists. It is the Pioneer Fund which was created 1928 in the USA.

**10 centimetres**
So much above the knees should a mini-skirt lie. The shorter the skirts are, the stronger is the rise at the stock exchange. The US economist Ira Cobleight has discovered. The measurement of the skirts functions the same way as the stock exchange charts: through emotions.

source: UBS magazin- Ideen für Ihr Geld, autumn 2011, edition 4

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**Norwegian delegation at the iimt**

On the 31st of May 2012, a group of students from the Norwegian University of Science and Technology visited the iimt for a two days attending a Master of management course about “Global projects and success factors”. The topic of the first day was “Excellence in Global Projects” which was thought by Mr. Jean Binder (iimt lecturer) at the University of Fribourg. The second day was based on Project Assignment Presentations with Dr. Wenche Aarseth (a visionary researcher at NTNU and SINTEF ) as lecturer and was partly taught in Norwegian. In this Master of Management course, participants have gained knowledge about the organisational challenges and success factors in global projects, differences between global and national projects, to work with different cultures and advise on how to ensure success in global projects.

More information about the Norwegian delegation at the iimt will be reported in our next eSignal.

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**Congratulations**

In the last meeting of the Faculty of Economics & Social Sciences of the University of Fribourg, Prof. Dr. Stephanie Teufel, was elected as the new Dean of the faculty. She will start her new additional function in summer 2013 for a two-year period.