2014 - A year of modernisation

The market of further education has changed significantly in the last years. With so many courses, seminars and study programmes being offered by numerous different schools and institutions, future students are overloaded with information. As such it is difficult to compare the different offers.

The aim of the iimt is to set itself apart from the masses by offering high quality, flexible and relevant study programmes, in order to honor the needs of students, employers and the market.

In this regard our course structure has been modernised in two areas: First we reorganised our Executive CAS programme. This will allow participants to schedule their time more efficiently. And secondly – in order to improve the work-life-balance – some course lessons or group works will be conducted without compulsory attendance via e-learning. These new e-learning possibilities will be available for each course. Allowing students more flexibility by being able to follow these lessons from anywhere in the world. We believe that this will be an important step into the future and will provide the members of the iimt world some unique advantages.

Read more about the new structure on page 3
Prof. Dr. Mc Namara at the NUI Maynooth

Our Lecturer for "Strategy and Innovation Management", Prof. Dr. Peter Mc Namara, is now the Professor of Management at the National University of Ireland (NUI) in Maynooth.

We were delighted to have Prof. Dr. Mc Namara present at the January courses, and wish him all the best in his new position.

Welcome to our new staff members

In January 2014, two new staff members joined the iimt team. Angela Steinhauer, as a Junior Research Assistant, working on the SOAR and SAIL project; and, Richard Conrardy, working as a Research Assistant on the IRiSS project.

Angela grew up near Zurich and obtained her bachelor degree at the University of Fribourg in Media and Communications. For her minor subjects, she focused on Business Administration and Contemporary History. Angela combined her studies with working part-time as a flight attendant at the Swiss International Airlines where she experienced different cultures, improved her communication skills and learnt how to deal with conflict resolution and stressful situations. Furthermore, she participated in a workshop for communication consulting initiated by Delica AG and broadened her horizon in an aid programme for a conservation organisation in New Zealand. Since the fall term of 2013 she attends lectures to complete her studies for a Master degree in Business Administration at the University of Fribourg. Angela is looking forward to enlarge her knowledge about the impact of social media on business.

Richard grew up in the Grand Duchy of Luxembourg and decided to study in Fribourg in order to take advantage of its bilingualism. During his first Master studies he delved deep into the field of Mathematics with the initial goal to become a high school teacher. He then started a Master in Economics, while still dabbling in educational science and psychology out of personal interest. During this time he finished his Master degree in Mathematics with a thesis on the subject of random walks in random and nonrandom environments. Soon thereafter a profound curiosity for future consumer technologies brought his attention to the iimt. Richard is now completing his Master in Economics and starts to write a PhD thesis at the iimt.

The iimt staff is looking forward to collaborating with Richard & Angela and wishes them a good start!
Modernisation of the iimt course structure starting in March 2014

Without any doubt, further education is needed in all companies and on all hierarchical levels. The Swiss education system offers in this regard a huge variety of possibilities. In order to find the most suitable educational partner several aspects have to be considered.

Next to the quality of the lecturing staff, the offered course content or the recognised final diploma which will be handed over, the course structure should be examined. One of the most important factors is the expenditure of time students need for their study programme. Therefore a flexible course structure is advisable.

Since the foundation of the Institute, the iimt Executive Programmes always considered all these aspects, and the course structure was always harmonised with the market needs in order to offer the most attractive course structure.

From March 2014 on, the iimt course structure will be further modernised as follows:

**Blended Learning**

In each existing course module, which lasts 20 course lessons, 4 lessons will be dedicated to e-learning. It might be that students prepare together case studies via the moodle online-plattform, or results or group work have to be elaborated upon in online sessions, or that distance learning will be integrated.

This allows students to be partial geographically independent and to combine flexibly and easily job, family and study programme.

**Executive CAS in ICT or Utility Management**

From now on, the iimt Executive CAS in ICT or Utility Management will consist of 7 modules:

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<th>Module 1</th>
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The Executive CAS programme is designed to enable the parallel pursuit of professional activity and studies, and can be achieved in short term.
A typical course week
The third modernisation affects the typical class week. Examinations are a new aspect on Monday afternoon. The class room will be opened at 8.00 a.m., so that the students have the possibility to prepare themselves for the exams or read ahead in the binder for the subject area to follow.

The iimt courses will take place afterwards on Tuesday & Wednesday (Subject Area 1) and on Thursday & Friday (Subject Area 2), from 8:30 to 16:30pm. The regular course weeks ends on Friday evening.

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Blended Learning time wherever you want (optional)
Examinations (previous courses)
Subject Area 1 (Organisational Behaviour & HR Management)
Subject Area 2 (Process & Excellence Management)

The iimt is proud to offer the most flexible, modern and up-to-date executive education with highly renowned professors and lecturers from the industry and the academic world.
iimt Courses

Next Courses in March

Teamwork, collaboration and people are the key to success in today’s companies. HR Management combined with effective and smooth processes in your daily challenges may help you on the road to success and strengthen your personal and professional growth. We are pleased to inform you about our upcoming courses.

Don’t miss the opportunity to take an active part in business excellence.

Organisational Behaviour & HR Management

Module 1: 4th - 5th March
Personality; Teamwork; Motivation; Organisational justice; Employee engagement

Module 2: 11th - 12th March
Strategic HRM; Employment contract; Attracting & selecting employees; Developing & performance managing employees; International HRM

Module 3: 18th - 19th March
Leading strategically including; Personal leadership styles; Strategy and goal setting; 360° Feedback; Strategy stories

Speakers:
- Prof. Dr. Kerstin Alfes, Tilburg University, Netherlands
- Mrs Christine Ledergerber, Ledergerber Hinderling Consulting
- Prof. Dr. Amanda Shantz, York University, Canada

Process & Excellence Management

Module 1: 6th - 7th March
Process management; Strategic and operative process management; A practical insight in process oriented reorganisations

Module 2: 13th - 14th March
Quality concepts; Models and tools; Excellence programmes in the industry; Business excellence in practice and theory

Speakers:
- Prof. Dr. Thomas Friedli, University of St. Gallen
- Prof. Dr. Lüder Tockenbürger, PRO4S & Partner

Business Ethics

20th - 21st March
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:
- Dr. Bettina Palazzo
  Palazzo & Palazzo & Lausanne Business School
- Prof. Dr. Guido Palazzo
  Ecole des HEC, University of Lausanne
**Next Courses in June**

Most people struggle when it comes to accounting and finance. Whilst we do like to have control of all finance aspects of our business (and private) life, we often hesitate to get ourselves into it. So why not change it?

We are offering a three weeks programme to help improve your knowledge. Experts around the topics of accounting & finance will lead you through six modules and equip you with the theoretical and practical know-how. So accounting and finance no longer needs to be feared.

We are pleased to inform you about our upcoming courses:

**Managerial Finance**

**Module 1: 5th - 6th June**
Risk & return; Valuation of financial assets; Cost of capital; Capital budgeting

**Module 2: 10th - 11th June**
Financial statement analysis; Valuation; Capital structure

**Module 3: 17th - 18th June**
Evaluating financing alternatives; Risk management concepts; Derivatives and their applications

**Speakers:**
- Kurt Meyer, Swissgrid AG
- Dominik Meyer, Bank Vontobel AG

**International Speakers:**
- Prof. Dr. Christoph Kaserer, Technical University Munich, Germany
- Prof. Dr. Alfred Mettler, Georgia State University, Atlanta, USA

**Management Accounting & Control**

**Module 1: 3rd - 4th June**
Using financial reports for decision making; Understanding cost accounting; Costing and decision making

**Module 2: 12th - 13th June**
From strategy to budgeting; management Control systems; Performance measurement

**Module 3: 26th - 27th June**
Transfer pricing in divisionalised companies; Strategic cost management; Strategic performance management

**Speakers:**
- Matthias Karsupke, Alphapay (Swisscom Group)
- Prof. Dr. Thomas Rautenstrauch, HWZ Zurich
- Prof. Dr. Marco Passardi, HSLU & IFRS for Financial Institutions

For further information do not hesitate to contact us or visit our website [www.iimt.ch](http://www.iimt.ch)

**Course fee:**
- CHF 1'400.- (for 1 module)
- CHF 2'800.- (for 2 modules)
- CHF 4'200.- (for 3 modules)

**Location:** iimt, University of Fribourg

**Course language:** English

With the successful completion of a course, it is possible to credit the modules towards a future Executive MBA, DAS or CAS in ICT or Utility Management.
Project Management skills are considered as state-of-the-art business skills in today’s professional environment. The iimt and the Campana & Schott consulting group have already collaborated for several years in training students’ project management skills and providing insights through guest lectures and master theses. Marion, Fribourg University Alumna, looks back at her time as a Working Student: “I had a great time with the Zurich team. Together with my experienced colleagues, I quickly took on responsibility in client projects. Exploring the potential of project management methods in business life – really exciting.”

Campana & Schott counsels in Project Management and Social Collaboration. With the successful combination of management and technology consulting, the company improves and automates business processes utilizing innovative information technology. Experienced Project Management experts implement the corporate, product, or IT strategy of Campana & Schott’s customers. With currently over 200 employees at ten sites in Europe and the USA, the company mainly works for multinational companies of all industries. Its customers include ABB, Migros, FIFA, Siemens, Swisscom, UBS, Nestlé, Daimler, Hochtief, RWE, Hewlett-Packard.

After graduation, Marion joined Campana & Schott as a Consultant. “A highly professional, dynamic environment, family-like feeling in the team, steep learning curve – that was crucial for me.”

**Job Openings:**
- Technology Consultant (m/f) at various offices
- Working Student (m/f) at Office Zurich

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**BOC Group**

With the BOC Management Office the BOC Group offers an extensive tool suite which supports the implementation and consolidation of your management approaches.

ADONIS is the BOC Management Office Lead Product. Easy to use and with extensive functionality, ADONIS supports you in optimising your business processes by increasing transparency, improving productivity and reducing costs. Furthermore the BOC Consulting Services, offer support for topics ranging from the design of an effective BPM-Organisation, over process optimization to the integration and steering of the process organisation.

Process Management with its diverse aspects has become a fixed part of the development agenda in many of today’s businesses. The latest book by the BOC Group provides not only guidance on „what“ should be done during the introduction of Process Management aspects, but also concrete steps, recommendations and examples on „how“ it can be done effectively and efficiently. Experience from many years of work in practical projects make this book – which is available at Springer Publishing – a useful tool which provides you with useful impulses for your own business.

An easy entry to specialised topics such as Business Process Management (BPMN 2.0) or Risk management with ADONIS is also offered during BOCs free Information Events.

**The next Event is on:**
March 13th 2014, Main topic: BPMN 2.0 Application Knowledge: Knowing the Notation and its application in building your business process management.

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**Powertage - The meeting place for the Swiss electricity industry**

Every two years, at the beginning of June the Powertage take place in Zurich. This is a good occasion for electricity sector to meet, follow different interesting lectures and visit the exhibition. The iimt will again be represented at a booth (together with other universities of applied sciences). Visit us from the 3rd to the 5th June in the Messe Zurich.

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**The University of Fribourg celebrates 125 years**

In the year 2014, 125 years have passed since the founding of the University of Fribourg in 1889. Rich and varied events are being organised throughout the year; the University will take this opportunity to organise a series of scientific, cultural and sporting conferences, exhibitions, concerts, theatres, educational workshops, shows, etc. There will be something for everyone. Students, faculty and staff of the University of Fribourg will join forces to show to the population of Fribourg, and that of Switzerland, their talents, their expertise and their daily lives.

Take the opportunity to discover new and unexpected facets of the University of Fribourg; this is an opportunity for the public to discover the Alma Mater in a different light.

More information & programme: http://www.unifr.ch/125

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**ARES 2014**

The iimt is proud to announce that the 9th International Conference on Availability, Reliability and Security (ARES) will be hosted at the University of Fribourg, from the 8th till the 12th of September 2014.

The main focus of the ARES conference is to highlight the various aspects of security, with special focus on the crucial linkage between availability, reliability and security. The aim is to provide a platform where a comprehensive discussion regarding the research issues around viewing security as an integrative concept that covers, amongst others, availability, safety, confidentiality, integrity, maintainability and security in the different fields of applications.

ARES emphasise the interplay between the fundamental and practical issues of security in emerging areas such as e-government, m-government, location-based applications, ubiquitous computing, autonomous computing, etc.

Further information are available on the conference website: http://www.ares-conference.eu

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**Presentations of the Chair at International Conferences**

Prof. Dr. Stephanie Teufel presented research outcomes on the topic of Social Media Security Culture at the 7th International Conference on Software, Knowledge, Information Management and Applications (SKIMA 2013) which was held from 18th to 20th December 2013 in Chiang Mai, Thailand. The conference brought together researchers and experts in Knowledge Management, Software Engineering and Information Systems from research institutions, R&D enterprise services and governmental organisations in Western and Asian countries. Thus, very inspiring intercultural views and discussions on social media security culture were possible.
Independent Mobile Payment Systems was the topic presented by Prof. Teufel at the 3rd International Conference on Electrical Engineering and Computer Science (EECS 2013) which was held from 19th to 22nd December 2013 in Hong Kong, China. The presentation has aroused great interest since Hong Kong’s leading contactless smartcard payment service provider (Octopus Card) together with one of Hong Kong’s major mobile network operators introduced a mobile NFC ticketing system to its subscribers in October 2013. Since this system does not fulfil the independency aspect, intensive discussions were held.

Again it was an amazing evening and event for the iimt, which acted as a host of a table. A fabulous opportunity to meet students, alumni, lecturers, partners, and a lot of other members and friends of the iimt world. We are looking forward to see you next year at the ICT networking party 2015.

Masterclass 30th January 2014

The first iimt & iimt Alumni Masterclass in 2014 took place under the motto "How to increase efficiency in customer service (and how to know when it’s not even worth thinking about it)." Top speaker was Dr. Jürg Meierhofer, Executive of the Swiss Institute of Service Science (SISS) and member of the iimt Alumni network.

In this interactive presentation participants discussed matters regarding the importance of customer service in competitive environments. Normally, we all think, or assume, that service must be part of every product, or is service the product which the customer designs? Dr. Meierhofer illustrated, that all kind of services should be classified in order to generate a win-win situation for the customer as well as the company. Furthermore it was shown, that it is often not a question of efficiency and efficiency improvement, it is rather important to be effective.

It was a great pleasure to welcome our guest speaker Dr. Jürg Meierhofer and about 30 interested participants. We are looking forward to meeting you at our next Masterclasses:

13th of March 2014: 
"ICS and risk management: why process management gets relevant (again)!
Top Speaker: Dr. Christian Lichka, BOC

5th of June 2014:
"M2M Smart Solutions"
Top Speaker: Jürg Zehnder, Swisscom
In our University’s Master course “Innovation and Technology Management”, we again accomplish to provide some interesting insights into the topic of innovation in business. Besides theory and case studies, we were proud to present practical insights provided by Mr. Andrey Schukin from bytics engineering AG, Mr. Martin Spycher from SwissTXT and Mr. Flurin Müller from BuddyBroker.

Mr. Schukin answered in his presentation the important question: what to do before a product innovation project starts? The goal of bytics is to provide competencies in creating value added IT solutions for optimising digital and physical product development. For that purpose, bytics engineering AG created the E5 innovation process™ to realise successful product development by strengthen the customer centric approach. Eventually, Mr. Schukin summarised it as: "well-designed products are the result of finding the golden middle" of the business requirements, user needs, and technology availability”.

A more extended view on innovation was shown by SwissTXT which is currently implementing the hybrid TV format and extends the regular TV program with further multimedia functionalities. SwissTXT faces manifold challenges, to name but a few: finding adequate technologies, positioning of the company in the changing market and the adoption of new skills and capabilities. Mr. Spycher demonstrated impressively the extensive changes of the existing company’s processes and product portfolio during the innovation journey (and is still ongoing).

A different view on innovation compared to the previous presentations was provided by Mr. Flurin Müller, who started, right after his Bachelor studies, the company BuddyBroker two years ago. The idea is that the platform finds adequate jobs according to a profile. The young entrepreneur discussed the development of the product and core functionalities during the entrepreneurial process. Quite impressive for the students was the personal insight and experiences (e.g. finding the right partners) and the emotional rollercoaster.

We would like to thank the speakers for the opportunity to attend the very exciting presentations. The practical enrichment had an immense impact in the course papers of the students, where several very good ideas were presented, and demonstrate the high potential of students at the University of Fribourg. The iimt looks forward to pursue the ideas with the students and hopes to present some success stories in the future.

If you are interested in the course or in the ideas of students, please contact us (iimt@unifr.ch)
Bring in Offer - Benefit by recommending the iimt

"The iimt has impressed me by the choice of its lecturers. Most of them are amongst the best known and experienced specialists in their domain. Participating at this programme has been an intensive learning experience, but as well a very interesting opportunity to expand my network of contacts. Moreover, the iimt offers a very flexible course organisation, which allowed me to adapt - whenever necessary - my participation at the different modules with my professional and private agendas...."

Frédéric Mauron, Former EMBA student at the iimt

Did you know?

"Never regard study as a duty, but as the enviable opportunity to learn to know the liberating influence of beauty in the realm of the spirit for your own personal joy and to the profit of the community to which your later work belongs.” - Albert Einstein

The importance of education and further education is well known; we start studying early and we never stop studying, sometimes even when we are old. We don’t educate ourselves only in a way, sometimes we chose several educations, sometimes we stop along the way and resume it later.

Here are some interesting facts about university and further education’s students:

- The oldest existing, and continually operating educational institution in the world is the University of al-Karaouine, founded in 859 in Fez, Morocco. The University of Bologna, Italy, was founded in 1088 and is the oldest one in Europe.

- The world’s oldest university graduate is proof that you are never too old to learn. Dr. Allan Stewart graduated in 2012 at the age of 97 from Southern Cross University with a Master of Clinical Science, after graduating in Dentistry, becoming a Doctor of Dental Surgery, and completing a law degree.

- Michael Nicholson of Kalamazoo is a life-long learner. He has earned 29 degrees at the age of 71 and is now pursuing his 30th degree; he has one bachelor’s degree, two associate’s degrees, 22 master’s degrees, three specialist degrees and one doctoral degree. He would like to have 33 or 34 degrees.

- Michael Kearney is the world’s youngest university graduate. At age ten, he received a bachelor’s degree from the University of South Alabama.

“People should never use the excuse that ‘I am too old to study’ or ‘I have left my run too late’. [...] It is never too late to expand your mind, make new friends and challenge yourself to achieve something worthwhile.” - Allan Stewart

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