Organisational Behaviour & HR Management

I have been teaching for the module Organisational Behaviour and Human Resource Management at the iimt for more than five years and I really enjoy the international atmosphere in the classroom. Managers from a range of different countries participate in the lectures and we have very engaging, and at times controversial, discussions about what “good HR” should look like. For example, while it is standard practice in Switzerland and Germany to ask for photos and demographic information (such as age, gender, marital status) as part of an application, questions about these topics are a no-go in the United Kingdom, the US and Canada. Sharing experiences about HR practices in different countries is important as it enables managers to develop a global mindset and lead international teams across the world.

Prof. Dr. Kerstin Alfes, Tilburg University
iimt Subject Area Coordinator

Read more about HR:
"Spotlight on HR: Effective HR practices in a globalised world", p.9
S. Perler extends his internship

Simon Perler completes his internship at the iimt which began in November 2013. Coming from Tafers, Simon completed most of his education in Fribourg. He graduated from Collège St. Michel with the main emphasis being on applied Mathematics and Physics; afterwards he improved his English language skills in Scotland. Simon returned to obtain his bachelor degree at the University of Fribourg in Information Management, and completes now an internship at the iimt as part of his Master studies. Concentrating on the SCART project, Simon improves his competences in programming. Beside working on SCART until 31.08.14, Simon has applied the theories learned to a real product, while at the same time, is confronted with a vast complexity of problems associated with the project. As a future IT business engineer he sees himself working for enterprises where he can combine strategic thinking and technical application.

New publications

The iimt University Press recently published the following publications. Each Publication is available in our webshop or via our iTunes App.

“ICT as a main driver to sustain a new strategy development, analysis of a Security Services company”
Hauser Yannick

“Orientation and guidelines for IT professionals towards the best Data Center solution”
Steulet Grégory

“Wie sieht die Entwicklungs-möglichkeit der Entsorgungsunternehmen in der Schweiz aus? Eine Strategieanalyse anhand einer Waste-Company in der Schweiz”
Giger Christian

“Absichern gegen ungünstiges Wetter: Fallbeispiel Jungfraubahn Holding AG”
Schneuwly Daniel

“Quels services IT pour le sport Suisse?”
Vannay Claude-Alain

In Memory of Dr. h.c. Felix Rosenberg

It is with deepest dismay that we must announce that one of our Advisory Board members and good friend Felix Rosenberg passed away. Felix Rosenberg died after a long illness this past Easter Monday. Felix Rosenberg, former CEO of PTT and Swisscom as well as founder member of the iimt committed himself remarkably for education and research. The encouragement of young people towards further education and research, both from a professional and private viewpoint, was of greatest importance to him. Since the foundation of the iimt Felix Rosenberg was a member of the Advisory Board and supported the institute through all kind of issues with the greatest of commitment. For his public engagement, Felix Rosenberg was awarded with an honorary doctorate from the Faculty of Economics and Social Sciences of the University of Fribourg.

With great sadness we lose a good friend and colleague. He will forever be in our thoughts and we extend our sincere support to his relatives.

"To live in hearts we leave behind, is not to die."
(Samuel Smiles - Character. J. Murray, 1876)
Prof. Hubert Sauvain retires

Prof. Hubert Sauvain was the Subject Area Coordinator (SAC) for "Utility Technology" together with Prof. Dr. Göran Andersson; he retires and leaves the iimt in June 2014. Active at the iimt since 2006, he was a Professor at the University of Applied Sciences in Fribourg at the Electrical Engineering and Economics department for 15 years. He is also a member of the electrosuisse committee.

We asked him a few questions:

What are the best memories you have of your time as SAC at the iimt?
Generally, the best memory I had was the contact with the students and teachers. I was able to attend exciting debates, specifically discussions about the division of roles between Swissgrid and the distribution network operators. During the lectures about energy production, which were taught by speakers from Scandinavia, we noticed that these countries are a step ahead from the rest of Europe. The market there has been opened sooner.

What were the big developments in the energy sector over the past 10 years?
The purchase and sale of electrical energy in Europe has been intensified over the past 10 years, with the opening of markets, the stock market and servitude rights.

What major challenges do you see for the energy sector in the coming years?
Hydropower had, until recently, a high economic value, and hydroelectric power plants could be well amortised. Now the market has been highly disrupted. On the one hand, Germany has introduced taxes that favor the production of renewable energies (wind turbines and photovoltaic panels). This tax for the “feed-in remuneration at cost” is about 13 times higher in Germany than in Switzerland. Thus Germany has “broken” the market as wind turbines and photovoltaic systems are supported very strongly. On the other hand, the increase in the production of shale gas in the United States has also disrupted the market in Europe. With the price of shale gas being low, the U.S. has sold coal at reduced prices to Europe and Germany. Plus with the very low price of CO\(_2\) emission credits in Europe, the “advanced” energy usually generated by hydroelectric plants has been significantly devalued. Thus, the large Swiss hydropower projects are currently not profitable anymore.

Finally, the European Union has established a climate-energy package, slated for 2020 called 20-20-20 (also referred to us 3x20), this project aims to:
- Increase the proportion of renewable energies in the European energy mix to 20%
- Realise 20% energy saving
- Reduce 20% of the CO\(_2\) emissions
For its part, Switzerland has implemented the 2050 energy strategy for the phasing out of nuclear power and to compensate it with 50% saving in energy consumption and 50% generated from new renewable energies.

The biggest challenge will be to convince people to save and accept wind turbines (unfortunately there are many oppositions to such projects).

What is your advice for young engineers in this sector?
There are plenty of workplaces with different aspects in the energy sector. There is transportation (everything related to power lines), smart grids, and the economic aspects. It is important to have a good knowledge and experience mix between technological and economical interplay. It is also necessary to have some knowledge of the legal aspects which is helpful when, for example, needing to obtain licenses to develop the network. Finally, it is important to consider the aspects of communication in order to convince people of the need for new facilities and to decrease consumption.

Do you have any plans now that you're retired?
Currently I’m supervising a Master's thesis at the iimt which should be completed in the Fall of this year. I will continue my mandate within the electrosuisse committee for another year. And, I have an Italian exam soon!

What are your wishes for the iimt future?
The iimt was the first institution in Switzerland which offered a further education in Economic in the field of electrical energy. The University of Fribourg has an excellent reputation and is also trilingual, with the iimt offering high quality courses. But today, the Universities of Zurich and St. Gallen have became very strong competitors, they have the advantage of their size and geographical position. I wish that the iimt recovers this market as initiator in the field. I also hope that the collaboration of the iimt with the University of Applied Sciences continues.

We thank Prof. Sauvain for his commitment at the iimt and we wish him a happy retirement and all the best for his future. And for the examination: In bocca al lupo!
Next Courses in June

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

We are offering a twelve days 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 in June that are taking place as follows.

**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:**
- Mr. Kurt Meyer, Swissgrid AG
- Mr. Dominik Meyer, Bank Vontobel AG

**International Speakers:**
- Prof. Dr. Christoph Kaserer, Technical University Munich, Germany
- Prof. Dr. Alfred Mettler, Georgia State University, Atlanta, USA
- Prof. Dr. Marc Steffen Rapp Philipps-Universität Marburg, Germany

**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:**
- Prof. Dr. Marco Passardi, University of Applied Sciences, Lucerne and University of Zurich
- Prof. Dr. Thomas Rautenstrauch, University of Applied Sciences in Business Administration, Zurich
Next Courses in September

In September 2014 we will again offer courses with interesting personalities from the industry and academic world.

Reach your objectives while taking into account the financial, legal and technical constraints in the energy sector.

Get closer to the ICT Technology and its multidisciplinary aspects while considering information security. Learn how a company communicates. Or, perhaps your interests lie in Information Management & Decision Support?

Corporate Communication

23rd - 24th September
Corporate communication and stakeholder management; Corporate identity, image and reputation; Communication strategy and practice incl. media relations; Crisis management

International Speaker:
- Dr. Graeme Lindsay, Amiens School of Management, France

Utility Technology

Module 1: 9th - 10th September
The electricity sector - open market, strategy and positioning; CO2 trading; The distribution company

Module 2: 16th - 17th September
Congestion management: power flow control and economics, social welfare; Market coupling; reliability and investment optimisation; Environment issues; Asset management: sales price versus assets

Speakers:
- Prof. Patrick Favre-Perrod, University of Applied Sciences, Fribourg
- Dr. Lukas Küng, ewz AG
- Dr. Thilo Krause, ETH Zurich
- Dr. Markus Leuzinger, Busarello+Cott+Partner AG
- Dr. David Orzan, The Energy Consulting Group Ltd
- Dr. Dieter Reichelt, Axpo AG

International Speaker:
- Dr. Stefan Ulreich, EON AG

Information and Communication Technology

Module 1: 9th - 10th September
Telecom: infrastructure, economics, trends; Green IT; Advanced and multimodal user interfaces; IT networks: threats and trends; Securing the network; IT and sustainable development; Sustainability reporting in the IT sector

Module 2: 16th - 17th September
From strategy to budgeting; Management control systems; Performance measurement

Speakers:
- Mrs. Katherine Foster, Sustainability Consultant
- James Greene, DHC Dr. Heterich & Consultants
- Dr. Wolfgang Lohmann, EMPA
- Dr. Elena Mugellini, University of Applied Sciences, Fribourg
- Prof. Dr. Ulrich Ultes-Nitsche, University of Fribourg

Next Courses in September
Information Management and Decision Support

Module 1: 11th - 12th September
The role of IT: its importance for corporate strategy; Fundamentals of information management; IT-governance, IS-controlling and risk Management

Module 2: 18th - 19th September
Implementing information system in organisations; Effecting organisational change; International IT implementation; IT service management

Module 1: 25th - 26th September
Business analytics; Data warehousing; MicroStrategy; Fuzzy data warehousing; Big data; NoSQL databases; Neo4j graph database; Hadoop

Speakers:
- Dr. Daniel Fasel, Scigility AG
- Prof. Dr. Philippe Cudre-Mauroux, eXascale Infolab
- Prof. Dr. Andreas Meier, University of Fribourg supported by: Aleksandar Drobnjak and Marcel Wehrle
- Prof. Dr. Stephanie Teufel, University of Fribourg

International Speakers:
- Prof. Dr. Tilo Böhmman, University of Hamburg, Germany
- Prof. Dr. Helmut Krcmar, Technical University Munich, Germany

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

Registration: Download the application form on the iimt website, or contact us

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.
For the courses presented in March, Organisational Behaviour & HR Management, Process & Excellence Management and Business Ethics, the iimt has already received the first feedbacks from students about the new course structure: “E-learning/Preparation activity was excellent as it whets your appetite for the program and ensures that you are well prepared”; “furthermore the courses preparations are very useful”.

Students were also delighted by the quality of the lecturers, for the excellence of their theoretical knowledge as well as for their practical experience: “The lecturers have a lot of industrial experience which makes the course relevant and therefore a lot of parallels can be drawn to situations encountered at work”.

Not only the students were enthusiastic about the courses, so was Prof. Dr. Alfes (Subject Area Coordinator for Organisational Behaviour & HR Management), who especially liked teaching at the iimt this year, appreciating the students’ motivation and internationality which is very enriching: “I really enjoyed teaching at the iimt this year. The students are very international and showed a high enthusiasm for the course. We had great discussions about what HR means and how HR is implemented in different countries around the world.”

In the third course week, the iimt tried another innovation within the Executive Programmes. A group of LL.M. students joined the class. Together they built a class of 23 persons, representing around 10 nationalities. Within two days the students got an insight into the field of Business Ethics. One day was taught by a teacher from the LL.M. and the second day was designated by a teacher from the iimt. Many students benefited from this special mix and enlarged their knowledge as well as their network.
The number of companies operating on a global basis has consistently increased over the past decades. According to the KOF Index of Globalisation, Switzerland is considered one of the top 10 globalised countries, leaving behind countries such as Canada, Germany and the United Kingdom. These changes in the business environment also affect Human Resource (HR) managers, as an internationalisation of the business needs to be accompanied by a global set of HR practices. One of the key challenges for HR managers relates to the extent to which certain HR practices adopted by the Western world are transferable to, for example, an Asian, Arabic or African context. While modern technologies and a reduction of trade barriers enable countries to interact more frequently, this leads to a convergence of business practices, and there are still considerable differences in the cultural norms and values between countries.

For example, China is a highly collectivist country, where the welfare of a group is considered more important than the welfare of an individual. The Chinese culture is also characterised by a large power distance, where less powerful individuals accept that power is distributed unequally. Leaders are therefore expected to make decisions and give specific instructions. Subordinates will mainly comply with those instructions and refrain from challenging the opinion of their leaders. This is in sharp contrast to many Western countries, which are highly individualistic and have a low power distance. In these cultures, subordinates often expect to be consulted before important decisions are taken, and challenge their leaders if they disagree with a specific viewpoint.

For HR practices to be effective in enabling employees to perform better, HR managers in multinational companies need to take these cultural differences into account when designing and implementing certain HR interventions. They need to find the right balance between developing a global set of corporate HR standards, while taking into account local customs and values. If they achieve this, HR can be an effective driver for competitive advantage in a global world.

Spotlight on HR: Effective HR practices in a globalised world

Prof. Dr. Kerstin Alfes
Subject Area Coordinator Organisational Behaviour & HR Management
Tilburg University
Around 30 persons joined the Masterclass which took place on the 13th of March. With the topic "ICS and risk management: why process management gets relevant (again!)", Dr. Christian Lichka from BOC Group gave examples of process and ICS/risk management and highlighted integration aspects where both management disciplines strongly benefit from each other.

Process management can be treated as a very mature management technique, which a broad number of companies have adopted. Some are still in early maturity phases like the setting up of process governance and basic documentation; others are already engaged in optimisation and reengineering activities. However, nearly all of them had to realise that process management is not a self-fulfilling prophecy and that continuous effort must be invested to keep it alive and up to date.

A helping hand to foster business interest in and ensure quality of process management comes from other management areas, which were until recently still seen as separate from processes. One of the best examples is ICS and Risk Management.

Almost every day we are surprised, and at time even amazed at around some of the new innovations realised with support of Machine-To-Machine (M2M) communications.

Is M2M, also referred to as the Internet-of-Things, just another type of hype or is the tipping-point just on the horizon? What challenges do telecom operators and customers still have to overcome to address what M2M will demand? What are the benefits of smart M2M solutions and how should they be implemented?

These intriguing questions will be explained and answered during the next iimt Masterclass, through illustrative examples and references from the view of a telecom and international M2M expert.

Top Speaker of this Masterclass is Mr. Jürg Zehnder, Business Development M2M at Swisscom (Schweiz) AG.

Our next iimt Masterclass with the topic "M2M - smart solutions" will take place the 5th of June at the iimt - University of Fribourg (Room B130). The presentation starts at 17:00 until 18:00, and is followed by an aperitif. The participation is free of charge, registration is required (deadline 1st June 2014).
The BOC Group is technology leader in the field of IT-based management tools and provides consulting services in the areas of strategy, business process and IT management. The headquarters are in Vienna, with offices in Winterthur, Switzerland.

The products of our BOC Management Office, in particular the business process management toolkit ADONIS, and the IT architecture & service management toolkit, ADOit, are successfully used in international corporations as well as small and medium enterprises.

As a software and consulting service provider in the field of business process management, BOC Switzerland offers free trade events on areas, functions and services in the context of the BOC Management Office. Among the topics discussed at these events is the BPMN 2.0 modeling standard – widely used in Switzerland. In the public sector, eCH, based on BPMN 2.0, is an official standard. Internal Control Systems (ICS) and Risk Management is a further topic at these events, as are IT-based strategy & performance management with the balanced scorecard, and business and IT architecture management with ADOit.

Furthermore, we offer our current and prospective customers comprehensive, tool independent as well as tool related trainings. These take place at our training centers and – at request – on site at your company. We are very proud of our (tool independent) professional process management training, including the option of attaining the nationally and internationally recognized CBPP certification after the course.

The basis for this is the 3-stage business process management seminar, consisting of the following modules:

**Module A:** Foundation GPM (2 days)
**Module B:** GPM Specialist (3 days)
**Module C:** GPM expert (3 days)

After our BPMN 2.0 seminar you can build on your knowledge by visiting the exam preparation seminar for the OCEB 2 fundamentals certification; after which you can truly call yourself with a BPM expert. In our ICS seminar we show you how to implement ICS in your business and how to build appropriate roles, workflows, records and reports for smooth operations. In terms of tool training, you have the ADONIS basics and deepening trainings available to you.

**Here our next events:**
June 11th 09:00 to 11:30 free Infoday on IT-based strategy & performance management with the balanced scorecard and performance cockpits
June 11th 14:00 to 16:30 free Infoday on ICS, risk management and how to build (BPMN 2.0) business processes.

An overview of all events can be found on our website Trade events: [www.boc-group.com/ch/infodays](http://www.boc-group.com/ch/infodays)
Trainings: [www.boc-group.com/ch/schulungen](http://www.boc-group.com/ch/schulungen)
Course: Energy Systems Management

This spring term we just finished the Masters-course of Energy Systems Management. The course covers different topics in this highly evolving sector. Topics such as deregulation of the market, Swiss Energy Strategy 2050 and technical transformation through Smart Grids were discussed with a group of 25 highly motivated students. A case study and two guest lecturers helped to get an inside view into the energy industry. We are looking forward to publish a few interesting seminar-theses as a result.

Course: Strategic Project Management

Project Management skills are beneficial to have or are a required skillset for a number of job functions across a wide range of work environments. The iimt identifies that it is important that students understand the different aspects of Project Management, how they fit together and their influences on the project as a whole.

To this extent the iimt presented the Strategic Project Management, starting in mid-February, over a period of 7 weeks. While the course covered the necessary theoretical background knowledge, the iimt recognises that it is preferential if students also develop some hands-on skills. Students were given weekly group assignments to complete.

However, to mimic the real-life projects, the projects requirements, constraints and resources were constantly changed or update. Students pick up on the difficulties of working on projects, especially as a group. Most striking being group dynamics and time constraints. To round off the course, several external lecturers showcased the practical nature of Project Management in industry. They discussed the finer details of procurement management, contract law and managing the whole project lifecycle.
In the recent Innovation and Technology course, students produced a lot of brilliant ideas that are worthy to follow upon. The spectrum of ideas was manifold and involved, for example, a green gym, verroa mite recognition on bees, AEI - der mobile Arbeitsplatz, modular furniture, crowdsourcing video game, and so forth.

Altogether, the students were very energetic and awoke their enthusiasm by working on concrete and practical solutions. However, we recognised that the step towards implementation is a big hurdle to overcome and many students were not able to persevere until completion. We discovered the primarily reasons being: a shortage of time and space to work on the idea, missing knowledge and lack of resources, or a simple personal reference point to support them in the journey.

The iimt, therefore, initiates the concept of "ideas@iimt" that will provide an entrepreneurial environment.

The concept encompasses the values of ideas:
- Imagination to find new solutions,
- Design-thinking to overcome obstacles,
- apply Excellence of education,
- get Access to knowledge and resources,
- and transfer Strategy for other successful solutions.

ideas is located at the iimt and is accessible to all innovative students. We are also proud to already have our first student working on the energy concept for a green gym. Furthermore, the ideas concept aspires to work with industrial partners. We are at the beginning and looking forward to create a vibrant innovative environment.