



Université de Fribourg ■ Universität Freiburg

international institute of management in telecommunications

A world of opportunities



# iimt - Annual Report 2004

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UNIVERSITAS  
FRIBURGENSIS



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## Editorial

Ladies and gentlemen,

For the iimt, 2004 was a year which will be remembered for a number of important projects. Our overriding goal was accreditation as a state-recognized institute. We had long sought this status and began our campaign to achieve it in January 2004 when we started working together with the organization responsible for quality accreditation in Switzerland, the OAQ (Organ für Akkreditierung und Qualitätssicherung der schweizerischen Hochschulen).

The process lasted almost a year. It began with an 80-page self-evaluation report to the OAQ. In this report performance standards had to be precisely formulated in respect of our study programmes, research and teaching, quality management, teaching content, teaching staff and other staff. In each area we had to report in detail on how we had achieved the standards set. An international group of five specialists, from academic institutions and from the business world, spent two days visiting us in the spring to carry out a detailed check on how far we had met the standards. We would like to express our gratitude to all those who took part in the interviews that were held at this time and thus helped to support the iimt.

This external commission determined unanimously that the iimt had entirely satisfied the strict criteria and that the institute and its Executive Programs could be accredited unconditionally. The formal act of accreditation by the Swiss University Conference (SUK) took place on December 2, 2004.

This accreditation represents a further milestone in the history of the iimt. For our institute, this represents recognition of the work put in over a long period to build the quality and reputation of the institute, and proves the value of our strategy. We are very happy to be one of the first institutes to have received this obligatory accreditation unconditionally. Our participants can feel secure that they have made the right choice in choosing the iimt for their postgraduate study and can have the fullest confidence in our programmes.

The iimt has also worked intensively on updating its strategy and its mission statement. The mission statement has been adapted to take account of the current and future activities of the institute. To develop strategic plans for the institute (short-term, medium-term, and long-term), the different stakeholder groups within the iimt were consulted and their needs were analyzed in detail. The continuing existence and the further development of the institute depends overwhelmingly on meeting the needs of these groups. Specific goals were formulated, along with the implementation measures required so that we can continue to develop and extend the iimt world and to meet all the demands placed on us.

An extremely important component of the iimt is its network of lecturers, and the links this brings with other institutions. At the iimt lecturers and participants from 20 different countries (and 4 continents) have come together. We believe that the international character of our institute is of great importance for our success and adds value to our programmes, making them more interesting and useful for participants.

But beyond this international character, the professional experience of our participants and teachers is of crucial importance. So we are proud that last year our programmes boasted representatives of 48 different companies.

Moving on from the Executive Programs, we should also mention here the wide range of activities the iimt carries out with its various partners and sponsors.

Last year, as in previous years, we attached great importance to the support we received from our partners and to cooperation with them. Our relationships with our partners continue to strengthen and we have further widened our network of sponsors, a network which is of great value to the institute.

At the same time, the Chair in Management of Information and Communication Technology, together with its associated areas of research, has also strengthened its position.

We would like to emphasize that the staff of the iimt contributed greatly to our success once more in 2004. Thank you all so much for your invaluable support.

If we have been able to achieve our common goals, that is, to meet all the varying demands of the iimt world, this has come about as a result of our combined efforts.

Finally, we would like to thank our participants, lecturers, partners and sponsors for the confidence they have placed in us.

2005 now brings new goals and new challenges for the iimt. We hope that we can continue to rely on your invaluable co-operation in the coming year.

Thank you all very much.

President of the Institute Council  
Mr. Walter Frei

Director  
Prof. Dr. Stephanie Teufel

## Organisation

### iiimt Consultative Council

Dr. Heinrich Rohrer  
Laureate of the Nobel Prize for Physics, Richterswil

Mr. Felix Rosenberg  
lic. iur., Member of the Board, Swisscom AG, Bern

Dr. h.c. Bernhard Schneider  
Givisiez

Dr. Pekka Tarjanne  
Special Advisor on ICT, United Nations, New York

## **iimt Institute Council**

Mr. Walter Frei (President)  
Beratung in Personalfragen, Urtenen

Mr. Jacques Macherel (Vice-President)  
Sales Director, eb-Qual, Villars-sur-Glâne

Prof. Dr. Hans Wolfgang Brachinger  
Departement für Quantitative Wirtschaftsforschung, University of Fribourg

Mr. Stefan Büschi  
Chief Human Resources Officer, Orange Communications SA, Lausanne

Mr. Daniel Forchelet  
Skill Area Manager, Corporate Technology, Swisscom AG

Prof. Dr. Rudolf Grünig  
Vice-Rector, Chair of Management, University of Fribourg

Mr. Daniel Hallen (Participants' Representative)  
Head of the Corporate Security & Risk Management, Orange Communications SA

Mr. Peter Schöpfer  
Country Regional Manager, T-Systems Brazil

Mr. Martin Steinert (Assistants' Representative)  
international institute of management in telecommunications (iimt),  
University of Fribourg

Mr. Philippe Voirol  
Head of Enterprise Networks, Siemens Schweiz AG, Zürich

Prof. Dr. Reiner Wolff  
Seminar für Mikroökonomie und Empirische Wirtschaftsforschung,  
University of Fribourg

## **iimt Scientific Council**

The Scientific Council comprises 14 co-ordinators for the iimt's 10 Subject Areas.

In 2004 the co-ordinators were:

### **Environment and Technology Development**

Prof. Antoine Delley

Ecole d'Ingénieurs et d'Architectes de Fribourg, Director ICTnet

Prof. Dr. Stephanie Teufel

Director iimt, University of Fribourg

### **Strategic Management**

Prof. Dr. Rudolf Grünig

Chair of Management, University of Fribourg

### **Marketing and Communication**

Prof. Dr. Jean-Emile Denis

HEC, Management Studies, University of Geneva

### **Organisational Behaviour and Human Resources Management**

Prof. Dr. Norbert Thom

Institut für Organisation und Personal, University of Bern

### **Financial Management**

Prof. Dr. Christoph Kaserer

Lehrstuhl für Internationales Management und Internationale Kapitalmärkte, Technische Universität München

Prof. Dr. Alfred Mettler

Department of Finance

Georgia State University, J. Mack Robinson College of Business, Atlanta (USA)

### **Controlling**

Prof. Dr. Linard Nadig

Fachhochschule Zentralschweiz, Zug

### **Quality and Process Management**

Dr. Lothar Natau

CEO and Founder Natau Management & Beratungs GmbH, Wittenbach

Chairman Board of Directors Glessmann AG Maschinenfabrik, Rüthi

### **Information Management and Decision Support**

Prof. Dr. Heinz Gröflin

Institut für Informatik, University of Fribourg

### **Economics and Social Sciences**

Prof. Dr. Philippe Gugler

Chaire de politique économique et sociale, University of Fribourg

### **Law**

Prof. Dr. Marc Amstutz

Département de droit privé, University of Fribourg

Prof. Dr. Pascal Pichonnaz

Département de droit privé, University of Fribourg



## iimt Staff

Director	Prof. Dr. Stephanie Teufel
Vice-Director and Studies Coordinator	Dr. Jocelyne Imbach-Rakotomalala
Marketing and Communication	Christian Etter (until July) Kirstin Stadelmann Stefan Züger (since December)
Accounting Administration	Judith Berger Elisabeth Boschung Kathrin Künzli (since June) Daniela Oprandi (since April) Marlise Scherwey (until June) Laeticia Tajouri (until January)
Research Assistants	Andreas Erat Patrick S. Merten (since October) Thomas Schlienger Martin Steinert
External Ph.D. Students	Désiré Karyabwite Sascha Jerrentrup Ralf Müller
Course Assistants	Kristin Frank (since December) Dennis Kipphardt (until May) Josef Künzli Stéphane Marmy (until October) Claudius Unterberger Martin Zbinden
System Administration	Patrick S. Merten (until September)



## Activities

### Executive Programmes in ICT-Management

#### Programme & Participants

2 milestones frame the year 2004:

- January 2004: The “ Direction de l’instruction publique, de la culture et du sport” has approved the new iimt statutes.
- December 2004: The Swiss University Conference has delivered the accreditation of the iimt itself and the accreditation of the executive programmes.

Between these 2 major facts, following events marked the iimt executive programmes in ICT-Management in 2004:

- A new class EMBA and Executive Diploma in ICT-Management 2004 was launched.
- The course programme for the 3 levels of the EMBA / Executive Diploma in ICT-Management was successfully carried through.
- The rate of participation of Executive Specialised Courses is very high.
- The participants from the fourth annual intake for the executive programmes were awarded their academic titles after successfully completing their studies.
- Best Paper Awards were attributed for the finest research projects.
- Launching of the iimt Summer School.

Due to the greater flexibility of the new regulations, the notion of class is no more in force and the distinction is more on the level. The majority of the participants still choose the option to fulfil the programme in 3 years with 5 weeks per year. A high rate of participants took the opportunity to fulfil the programme in 2 years.

Due to the continuative instable situation in the ICT industry, it was difficulty to acquire participants. Nevertheless a new class was launched in 2004 with one female participant. This reflects the bad situation of female in the labour market on management level positions.

The second level with 12 participants and the third level with 29 participants have followed their programmes in line with the course schedule. The quality of all courses is monitored closely. While students have taken the prescribed examinations, each course, each lecturer, and each examination have been subject to evaluation.

The number of participants on the iimt EMBA and Executive Diploma in ICT-Management programmes in 2004 was 54 of which just one is a woman. This small number of participants is a result of the instable labour market during the last 2 years. The advantage of a small class is the integration of participants interested in specialised courses. More than eighty specialised modules out of the executive programme were followed by managers. This diversity has the positive effect in offering a broad networking cross several industries and a multicultural environment. These participants represent 19 nationalities and 100 companies active in the information and communication technology.

The educational background is balanced between engineering and management education.

On December 3, 2004 the iimt awarded 23 Executive MBA degrees and 4 diplomas for the fifth time. In accordance with the study regulations, the candidates followed thirty modules of taught classes (twenty modules for the Executive Diploma), passed successfully thirty examinations (20 for the Executive Diploma) and submitted an EMBA or Executive Diploma project which was approved by their project supervisor. These graduates now belong to the iimt alumni network instituted in October 2000.

The **Best Paper Awards** Committee in 2004 was composed of Mr. J. Macherel, Vice President of the iimt Council, Prof. Dr. S. Teufel, Director of the iimt and Prof. Dr. R. Wolff representing the Faculty.

The criteria for the choice of Best Papers are the current relevance of the project, the quality and interest of the academic work, the ICT interest (in particular innovation), the attractiveness of the potential target audience for the paper and the overall interest of the publication.

The Best Paper Awards Committee designated one winner of the Best Paper Awards 2003: Mr. Daniel Rüedi for the EMBA Project entitled „Risk Management in der Akquisitionsphase in der ICT Branche“ .

The iimt rewards Mr. Rüedi by publishing his work, and by presenting with an official certificate as winner of the Best Paper Award 2003. This was distributed on the occasion of the iimt Awards Ceremony on 3<sup>rd</sup> of December 2004.

The human dimension and social environment play an important role at the iimt. The organisation of course weeks, class outing, year end apéro were organised to create team spirit and facilitate networking amongst participants, iimt staff, lecturers and alumni's.

## Lecturers

The iimt Executive Lecturers carry out teaching and activities to support the iimt's four executive programmes in ICT-Management (Executive MBA, Executive Diploma, Executive Specialised Courses, Customised Company Courses).

In the year 2004, 81 lecturers from 12 different countries took actively part in the iimt Executive Programmes. 60% of all lecturers are based in academic institutions (swiss and international universities) and the remaining 40% work in the industry (enterprises, consultancy or international organisations).

One fact to be mentioned is the participation of iimt alumni's as lecturers in the executive programmes. These special lecturers coming from the ICT-sector have the following advantages: They know the iimt spirit for the requirements needed in terms of quantity and quality of the teaching and they bring in proofs of practical relevance of the iimt curricula.

The results of the evaluation process of every course, every lecturer and every exam show a continual improvement of the rate of satisfaction concerning the quality of the courses and the profile of the lecturers.

## Executive Programmes 2004 in Statistics

1. Executive Programmes in ICT-Management  
A total of 54 participants (53 men and 1 woman) attended the EMBA and Executive Diploma Classes Level 1 to 3 in 2004. Furthermore 24 persons participated in 82 Executive Specialised Modules or Specialised Courses.
2. Award of EMBA and Executive Diploma degrees  
27 participants received their Diploma in 2004. 23 participants (21 men and 2 women) graduated in the Executive MBA degree and 4 participants (no women) in Executive Diploma degree.
3. Statistical results from the entry survey  
As with every intake, an entry survey was also done in 2004. This entry survey gives information about personal and professional data of the new intake. The average age of the new participants was 38 years. The average number of years of experience was at a rate of 11,3 years. 51% had a higher education in engineering and 13% in social sciences. 38% named a higher education in "other qualification".

### Position in the company

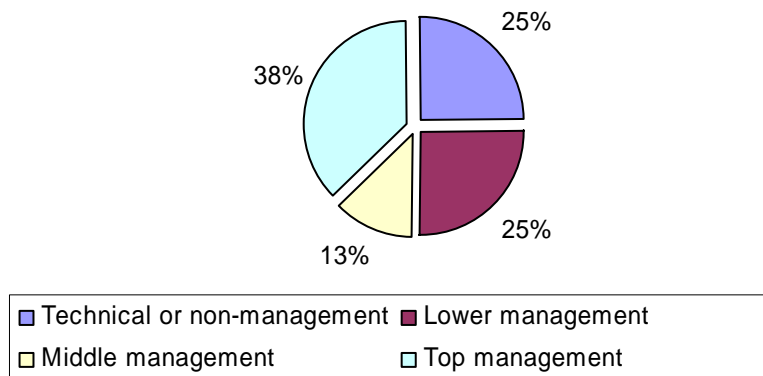


Fig. 1: Position in the company at the beginning of the studies at iiimt

At the beginning of their studies the position of the participants in their company was up to 28% in upper management, 29% in technical or non-management and 43% in lower management. The fields of work the participants were working in is for 24% 'marketing and sales', also for 24% 'network management and support' and for 13% 'information management and software applications'.

## Reasons and motivation for further studies

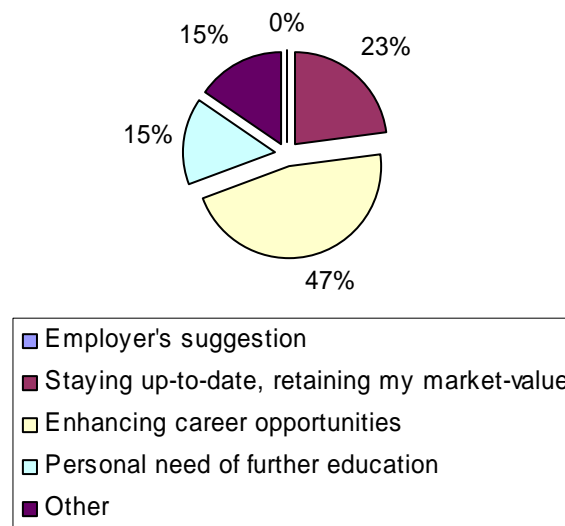


Fig. 2: Reasons and motivation for further studies in ICT-Management

Asking the participants why they begun further studies in ICT-Management, the answers were that 47% want to enhance their career opportunities, 15% had a personal need of further education, 15% did further studies because their employer suggested it and 23% wanted to stay up-to-date and retain their market value. The reasons why they choose the iiimt were the strong focus on telecommunications and information technology, the content of the study courses, the modular course structure and the networking possibilities.

4. Statistical results from the final survey  
 A final survey conducted after the graduation of the students was done for the intake 2001. The final survey provides information about changes in the personal and professional environments of the new iimt graduates.  
 Since the beginning of their studies at iimt 79% of the graduates changed their professional position.

### Change in professional position

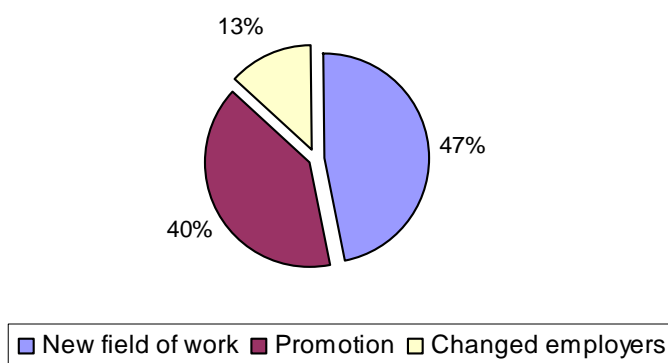


Fig. 3: Change in professional position since the beginning of the studies

Out of this subset 47% have their job in a new field of work, 13% changed their employers and 40% got a promotion. 58% answered that the iimt contributed to this change.

### Fulfilled expectations

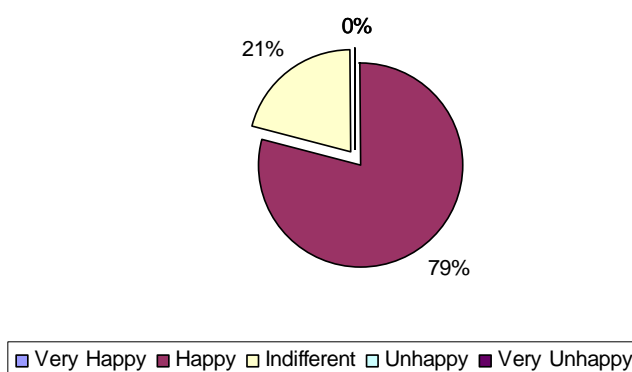


Fig. 4: Fulfilling of expectations concerning the iimt studies.

Considering the extent of the fulfilled expectations regarding the iimt studies, 79% replied that the expectations are largely fulfilled, 21% said that the expectations are fulfilled. No one answered that the expectations were not fulfilled.

## Diploma Projects and Publications Executive Programmes

In 2004 following diploma projects were written by the Executive MBA and Diploma participants:

**Ackermann, M. (2004):** Das öffentliche Beschaffungswesen in der Schweiz unter besonderer Berücksichtigung der Bereiche Informatik und Telekommunikation – Normen und Erfahrungen bei deren Umsetzung. Verlag, iimt University Press.

**Biedermann, B (2004):** IT-Sicherheits-Cockpit: Management der IT-Sicherheit in einem komplexen IT-Umfeld. Verlage, iimt University Press.

**Buchs, E. (2004):** The new mobile network as enabler for business opportunities for the Swiss Federal Railways – Development and assessment of diversification options. Verlag, iimt University Press.

**Bürgy, D. (2004):** Die digitale Unterschrift mit der Integration biometrischer Werte: Chancen und Risiken. Verlag, iimt University Press.

**Burri, R. (2004):** Prozess Analyse im komplexen IT Umfeld der T-Systems Desktop Services. Verlag, iimt University Press.

**Duperrex, P.-A. (2004):** A Marketing Analysis for a PSI Development: The Microstip X-ray Detector. Verlag, iimt University Press.

**Eggimann, U. (2004):** Das Kader im Licht der sozialen Effizienz - Eine Analyse der ethischen und sozialen Anforderungen an die Führungskräfte von heute und morgen. Verlag, iimt University Press.

**Eliaszewskyj, D. (2004):** Strategic Analysis of the Interoperability Test Method "Operator Test Factory Concept". Verlag, iimt University Press.

**Hedlund, M. (2004):** A Holistic Process Model for Efficient and Effective Product Development in Telecommunications. Verlag, iimt University Press.

**Klenk, T. (2004):** Mobile Video Telephony - the 3G killer application? Technical and Marketing Aspects of Mobile Video Telephony, more than a pure 3G Bearer Service. Verlag, iimt University Press.

**Kobi, J. (2004):** Erfolgreiche Integration von Webapplikationen in ein ERP-System. Erfolgsfaktoren der Umsetzung mit Fallbeispielen aus der Praxis. Verlag, iimt University Press.

**Krause, J. (2004):** Konzeption eines Management Informations Systems (MIS) basierend auf der Balanced Scorecard (BSC). Verlag, iimt University Press.

**Kreutschy, P.-A. (2004):** Bridging the gap between strategy and business excellence through business process reengineering. Verlag, iimt University Press.



**Kuenzi, M. (2004):** Strategische Analyse des Marktes für Arbeitsvermittlung und Personalentwicklung. Verlag, iimt University Press.

**Leu, G. (2004):** Assessment of strategic options to maximize the corporate value in the information and telecommunication industry. Verlag, iimt University Press.

**Meier, G. (2004):** Introduction of Service Monitoring at Orange CH – 2. Verlag, iimt University Press.

**Müller, M. (2004):** Risk Offshore-Sourcing im Softwarebereich. Verlag, iimt University Press.

**Nguyen, M. P. (2004):** Total Cost of Ownership (TCO) in Telecom Industry. Verlag, iimt University Press.

**Otter, D. (2004):** Optimierung von IT-Betriebs- und Projektkosten aus der Sicht von Swisscom Fixnet Wholesale (FWS). Verlag, iimt University Press.

**Paulsen, P. (2004):** Mass Customization in Telecom Business: From Strategy to Implementation. Verlag, iimt University Press.

**Robyr, C. (2004):** Das "Motion" Modell als fester Bestandteil der Prozesslandschaft von ITC-Unternehmungen. Verlag, iimt University Press.

**Ruoff, S. (2004):** Entwicklung einer Strategie für den Geschäftsbereich Öffentliche Verwaltungen von IBM Schweiz. Verlag, iimt University Press.

**Schröder, G. (2004):** Maintenance of Railway Signalling Infrastructure. Verlag, iimt University Press.

**Simons, P. (2004):** Multimedia Services - an opportunity for Mobile Operators. Verlag, iimt University Press.

**Sutter, T. (2004):** Development of the Corporate Business Strategy of NEXUS Telecom AG Wireless Division. Verlag, iimt University Press.

**Thürler, C. (2004):** Powerline Communication, visions et réalités d'une alternative au dernier kilomètre dans un marché concurrentiel. Verlag, iimt University Press.

**Troeltsch, J. (2004):** A Concept for Implementing Activity Based Costing in a Mobile Operator. Verlag, iimt University Press.

## Marketing Activities

In 2004 the iimt undertook a large number of activities to strengthen its image as a European Competence Center in ICT-Management.

These activities included partner activities, information evenings, roundtables, workshops, award ceremony, social event, presentations, web site and media presence.

## Partners & Associations

In 2004 collaboration with the partners Orange Communications SA, Siemens Schweiz AG, Swisscom AG and T-Systems Schweiz AG was further strengthened and a broad series of events took place, including, visits, workshops and seminars. It remains iimt's goal to continually improve the collaboration with the partners and to create fruitful new partner- and sponsorships wherever possible.

Also in this year the iimt could again count – besides the partners – on three supporting partners, named "sponsors. These companies are SOLPA AG Zürich (the former "Multilink AG), PayNet (Switzerland) AG, Wallisellen (a daughter of Telekurs AG) and Cybernet (Switzerland) AG. This last company was twice on top of the iimt telecom rating (2003 and 2004, see chapter "Telecom Guide 2004").

At the end of the year, cooperation papers with additional companies could be signed, starting a sponsorship in 2005. These new companies are Computer Associates (Switzerland) AG, Kloten, Credit Suisse AG, Zürich and also Netzmedien AG, Basel as a media partner of the iimt. Furthermore will the iimt figure as an academic sponsor of the "Mobile Applications Forum" (see chapter "participation at external events").

The iimt was also member of important associations in the field of ICT such as:

asut	An Swiss Association of Telecommunication Users
ICTnet	Information and Communications Technologies Network
efmd	European Foundation for Management Development
SICTA	Swiss Information & Communication Association
Münchner Kreis	an international association for communication research
IT-Valley	Realization of the positioning of IT-firms in Fribourg

One of the targets in 2004 was the cooperation with these partners, and this has been continually strengthened. Close collaboration has allowed to enlarge the internal and external network and made possible effective and fluent exchanges of knowledge and other important information.

## **Participation at external events**

During the year, the iimt participated at external events as efmd meetings, SICTA colloquiums, asut seminars, IT-Valley meetings, Microsoft X-Days, Arthur D. Little and Novell events, IRMA, 3<sup>rd</sup> Mobile Applications Forum Berne, Communication Days Biel, Asia Pacific Conference, Lucent Bell seminars, T-Systems International events, DEXA, IFIP an other events in Switzerland.

The 15<sup>th</sup> of November 2004, on the occasion of the Dies Academicus, Prof. Dr. Stephanie Teufel as Director of the iimt (international institute of management in telecommunications) of the University of Fribourg/Switzerland as well as Mr. Bernard Ecoffey, founder of the FORUM ENGELBERG, signed a partnership agreement.

## **Events**

### **iimt accreditation by the Swiss University Conference**

A main target of the iimt was the accreditation of the institute and its Executive Programmes by an official body. The realization of this goal began the 27<sup>th</sup> January on the occasion of the first meeting with the OAO (Organ für Akkreditierung und Qualitätssicherung). After an intensive self-evaluation of the institute and the Executive Programmes, a report was handed in at the beginning of May. This report was followed by the visit of an international expert group the 26<sup>th</sup> and 17<sup>th</sup> June, compesed by Mrs. Dorte Kristoffersen (peer-leader, The Danish Evaluation Institute), Mr. Philippe Albert (Partenaire d'Entrepreneurs), Prof. Mariki Eloff (University of South Africa), Prof. Helmut Schauer (Universität Zürich) and Prof. Rias J. van Wyk (Director Technoscan Centre). All these experts are specialist from the ICT- and the education sector.

The 2<sup>nd</sup> of December, the iimt received a written confirmation from the Swiss University Conference (SUC) about the unconditional accreditation of the institute and its Executive Programmes for the next seven years.

### **ICT-Networking Party**

The iimt participated the 15<sup>th</sup> of January at the first ICT-Networking Party in Bern, an event organized by ICT-Suisse. During the networking-party, the iimt acted as a host of an iimt-table and had the opportunity to invite partners and sponsors and to meet global players from the ICT-sector.

### **iimt Information Evenings about the Executive Programmes in Switzerland**

Through advertisements and mailing activities, attention was attracted to the Information Evenings for the Executive Programmes. The iimt organized 7 Information Evenings in Bern, Fribourg, Lausanne and Zürich.

### **Information Security Brush-up Workshop**

The annual Information Security Brush-up Workshop with the topic 'Zertifizierung in der Informationssicherheit' took place in the Museum for Communication in Bern, the 7<sup>th</sup> of September 2004. With Ted Humphreys, Director and Founder of the ISMS International User Group, as keynote speaker 31 participants could benefit from a good mixture of theory and practical experience.

### **iimt Social Event**

The iimt had the great pleasure to invite the whole iimt world including students, lecturers, subject area coordinators, staff, alumni's and their family to the annual iimt Social Event which took place the 19<sup>th</sup> of June 2004. 98 persons followed this invitation, discovered and degusted the specialities of the canton of Fribourg and enjoyed the region of Murten.

### **iimt Summer School**

For the first time, the iimt launched a Summer School in General Management for executives, decision makers, engineers and managers working in ICT-firms or in ICT-departments. Between the 9<sup>th</sup> and 12<sup>th</sup> of August, 13 participants had the opportunity to gain knowledge of especially chosen and recent managerial skills as «Strategic Management», «Leadership», «Business Ethics», «Current Legal Affairs», «Change Management», «Financial Management» and «Controlling and Integrated Management Systems». A good mixture of theoretical and practical approaches ensured an adequate implementation in daily business situations. Therefore the iimt has made a selection of suitable course units, which built an integrative approach to general management.

### **iimt Award Ceremony**

The 3<sup>rd</sup> of December 2004 the iimt had the great pleasure of presenting 27 participants as graduates at a ceremony in the Aula of the University of Fribourg. At the same time the Best Paper was awarded with the 'Best Paper Award 2003'. Keynote speaker was Walter Steinlin, Director and Chief Technology Officer of Swisscom Innovations. Guests throughout the iimt world such as alumni's, lecturers, subject area coordinators, staff, employers, relatives and friends of the newly-graduates attended the Award Ceremony which took place in a convivial ambiance in Fribourg.

## Media Presence

The iimt, its educational programmes and the Telecom Guide Schweiz were presented in following newspaper and magazine articles:

- EMBA in ICT-Management, in ALPHA Kadermarkt and Tages-Anzeiger, 08.02.2004
- Interview with Dr. J. Imbach, Spectrum, 01.04.2004
- iimt accreditation, Unireflets, 27.05.2004
- EMBA in ICT-Management and Telecom Guide Schweiz, asut no 5, May 2004
- EMBA in ICT-Management and iimt Summer School in General Management, Handelszeitung, 16.06.2004
- iimt Executive Programmes and Research, T-Systems&People, August 2004
- Telecom Guide Schweiz 2004, Computerworld, 10.09.2004
- Telecom Guide Schweiz 2004, Futura, 01.10.2004
- Telecom Guide Schweiz 2004 and Executive Programmes, Sicta newsletter, 04.10.2004
- Telecom Guide Schweiz 2004, Cybernet, 30.11.2004
- iimt Executive Programmes, T-Systems International, University Conference, November 2004

The iimt with its Executive MBA in ICT-Management was listed in following newspapers and magazines: Cash, 06.05.2004 and Handelszeitung, 22.09.2004

The arrival of new Public Relations & Communication Officer Stefan Züger was announced in the Swiss newspapers by a Press Release. These news were published by several newspapers or newstickers, e.g.

Cash

Faximile

Netzwoche Ticker

Persönlich

Klein Report

WErbewoche

Schweiz. Informatik-Revue

News-Byte

Bieler Tagblatt

Advertisements regarding the iimt, the Executive Programmes and Information Evenings were placed throughout the year in following newspapers and magazines:

Handelszeitung (13x), NZZ (3x), Der Bund (1x), Comtec (4x), Swiss Engineering (4x).

Furthermore, the iimt was presented through different Press Releases in several newspapers as: SUC Newsletter (Swiss University Conference), sicta-newsletter, asut-newsletter, Klein Report, Die Schweizerische Informatik-Revue, werbewoche, newsBYTE, persoanlich.com.

## Web Site

The iimt web team has reached the following objectives of 2004:

A redesign of the webpage was completed to provide a consistent look with the new iimt cooperate design.

After evaluating several Web-CMS (Content Management Systems), we decided to migrate the iimt Website to the open source CMS Typo3 ([www.typo3.org](http://www.typo3.org)), which is mature and has commercial supporters. In addition the goal was tighter integration of different features, which were executed by distinct software packages. The benefits are an improvement in the Total Cost of Ownership (TCO). The change management was supported by first courses for the content managers held at the iimt in January 2005.

New Server: The new web-server guarantees a better availability. In addition we used this migration to exchange the technology of the production system (see above)

A new networking platform for the alumni was introduced; it offers a lot of features useful to foster the networking activities. For example: managing personal contacts or a birthday reminder of members from the network.

Realised a quick launch of an additional webpage for the event "Forum Engelberg" ([www.forum-engelberg.ch](http://www.forum-engelberg.ch)) in 2005.

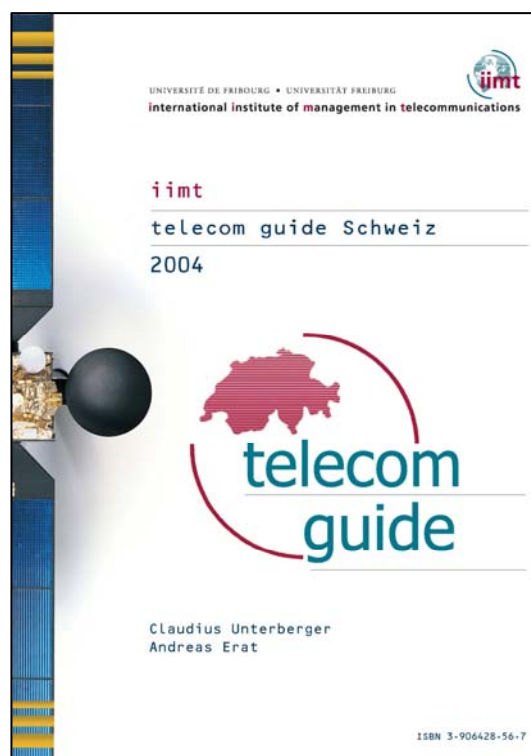
All goals for 2004 were reached with a slight delay in the release of the new website, which started in February 2005, due to occupation for unplanned new goals.

## Chair of ICT-Management

### Telecom Guide 2004

The Telecom Guide Schweiz primarily appeals to business customers of telecommunication services. The achieved intentions of this study are, the enhancement of transparency concerning the telecommunication providers and telecommunication services within the Swiss market and the point out of any initiating shifts of the market. The iimt telecom guide Schweiz was also this year a success. The results of this study were presented to the general public at the Mobile Applications Forum, which took place the 27<sup>th</sup> and 28<sup>th</sup> of September in the Kursaal in Bern. Furthermore, a special article was published in the Newspaper "Computerworld" and the "asut bulletin", which presented the most important results.

Most of the survey participants took the opportunity to benefit from the occasion to obtain the study and further information about the iimt Executive Programmes from the iimt. Therefore, also this year, the iimt telecom guide Schweiz strengthened the iimt's position as a European Competence Center in ICT-Management.



## Teaching Activities

### Master of Arts in Management & Information Management

Winter Semester 2003/2004

#### Management der Informations- und Kommunikationstechnologie

Aufbauend auf dem Fribourg ICT-Management Framework sowie den technischen und ökonomischen Gegebenheiten des Sektors befasst sich der Kurs mit den Herausforderungen des Managements von Informations- und Kommunikationstechnologien (IKT). Insbesondere wird die Verzahnung von Innovations- und Technologiemanagement betrachtet. Case Studies, Gruppenarbeiten (role plays) und Praxisvorträge in der Übung runden die Vorlesung ab.

To be mentioned is Swisscom Innovations, which hosted the master course for one morning, giving insight into its operations and current innovation activities. Since this course was exceptionally large with 75 students we would like to extend a special thank to the Swisscom team – it has been a fruitful and memorable experience for the students and the iimt team.

Summer Semester 2004

#### Internationales Telekommunikationsmanagement

In Gruppen werden ausgewählte aktuelle Themen des IKT-Sektors unter direkter Anleitung und im Zusammenspiel mit Unternehmen bearbeitet und präsentiert. Ziel ist es, das fachliche Wissen in den Forschungsgebieten zu vertiefen sowie persönliche Kenntnisse und Erfahrung von wissenschaftlichen Arbeitsmethoden, Präsentationstechniken und Teamarbeit zu vertiefen. Die aktuellen Themen sowie die Organisation der Vorlesung (Teils in Blockkursen) werden in der ersten Vorlesung bekannt gegeben.

For this course, we were invited by T-System Switzerland and visited their computing center - Security Management life! Everybody came back quite impressed by the IT and management task of such a centre. More information are presented by an article from A. Erat.



Winter Semester 04/05

### **Innovations- und Technologiemanagement**

Die hohe Innovationsgeschwindigkeit der konvergierenden Informations- und Kommunikationstechnologie (ICT) ist eine Realität, die das Management aller Unternehmen vor neue Herausforderungen stellt. Der Masterkurs konzentriert sich deshalb auf die Spezielle BWL Innovations- und Technologiemanagement. Fachspezifisches Lernziel ist die Kenntnis der Methoden des Innovations- und Technologiemanagements sowie die Anwendung derselben auf die ICT, um die entstehenden Managementherausforderungen zu bewältigen. Eine starke Praxisorientierung wird durch das Lösen von Fallstudien und/oder die Simulation in Rollenspielen gewährleistet. Zudem sollen die Präsentationstechnik, die Teamfähigkeit sowie nach Möglichkeit das interdisziplinäre Arbeiten gefördert werden.

After visiting Swisscom Innovations in last winter semester course, this time we had a very interesting presentation about the innovation journey of the Swisscom Unlimited Card, presented by C. Dietiker (Swisscom Mobile) and Dr. B. Perny (Swisscom Innovations).

### **Bachelor of Arts in Information Systems & Management**

Summer Semester 04

#### **Telekommunikationsmanagement II**

Basierend auf dem Kurs Telekommunikationsmanagement I (WS 2003/2004, Prof. Ultes-Nitsche) sowie einer kurzen, technischen Einführung wird im Rahmen des Kurses auf die Herausforderungen des Managements der Informations- und Kommunikationstechnologie (ICT) von Unternehmen eingegangen. Den Studierenden wird die Bedeutung der Informations- und Kommunikationssysteme verdeutlicht sowie Methoden und Techniken zu dessen Steuerung und Optimierung näher gebracht.

During this course, we were able to offer a guest speech from Mr. Kurt Weiss from SAP, who spoke about evaluating, introducing and using of ERP systems. This very interesting lecture closed with an invitation to visit the SAP head quarters.

## Änderung der Kursbezeichnungen und Inhalte

Mit Beginn des Wintersemesters 2004/2005 wurden die Kursbezeichnungen und Inhalte der Kurse von Prof. Teufel bezüglich ihres Fokus angepasst. Bei den Masterkursen wurde aus der Vorlesung Management der IKT der Kurs Innovations- und Technologiemanagement und aus der Vorlesung Internationales Telekommunikationsmanagement die Veranstaltung Sicherheitsmanagement. Im Bachelor-Programm wurden in Koordination mit Prof. Ultes-Nitsche die Kurse Telekommunikationsmanagement I und II in ICT Management I und II umbenannt und orientieren sich am Fribourg ICT-Management Framework.

## Exams

Around 130 oral exams and 35 written exams speak for an increasing demand of Prof. Teufel's courses. In 2004, the number of examinations and supervised seminar and diploma thesis increased again by around 50%.

## Diploma and Seminar Thesis

In 2004, the following diploma and seminar thesis were supervised from the Chair of ICT-Management:

**Bächler, F. (2004):** RFID - Technologie - Business Case – Diskurs

**Blazeski, D. (2004):** One-Way-Communication Token: Studie über die Marktakzeptanz eines neuartigen Authentifikationsverfahren anhand von Szenarien und einer Marktanalyse

**Bründler, P. (2004):** Innovationscorecard

**Caradonna, A. (2004):** Merkmale einer Archivierungslösung für das Electronic Bill Presentment and Payment im Business-to-Consumer Geschäftsbereich, erarbeitet für die PayNet AG

**Firmin, Z. (2004):** Massnahmen gegen SPAM

**Giger, D. (2004):** Virtuelle Private Netzwerke

**Hostettler, M. (2004):** Internet in Ruanda – Nutzerbedürfnisse und nationale Strategie in den Sektoren Bildung und öffentliche Verwaltung

**Jann, P. (2004):** UMTS

**Krieger, M. (2004):** Ein Decision Support System für das Management der Informationssicherheitskultur

**Krieger, M. (2004):** Werkzeuge für den Decision Support

**Künzli, J. (2004):** Angriffe auf die Sicherheitseigenschaften eines Informationssystems - Ein Modellansatz

**Merten, P. (2004):** Die elektronische Patientenakte als Schwerpunkt einer deutschen Gesundheitsplattform

**Ruffiner, F. (2004):** ASP – Bereitschaft von KMU der Immobilien-Branche die IT mittels Application Service Providing auszulagern

**Stoll, E. (2004):** Diffusionsmanagement

**Summermatter, M. (2004):** Kooperationen in der Wertschöpfungskette von Location Based Services

**Toffel, S. (2004):** Personalisierung - eine Querschnittstechnologie in Unternehmen

**Wenger, M. (2004):** Sicherheit im Wireless-LAN

**Zumstein, D. (2004):** Innovation und Konjunktur

### **Seminars for Graduands and Ph.D. Students**

Parallel to the lectures at the University, a series of inhouse seminars for Ph.D. students has been organized in regular interval by Prof. Dr. Teufel. Participants are recruited from the internal and external assistants as well as from connected institutions and organisations.

### **Colloquium in Economic Sciences**

As special course program, some professors of the faculty invite leading scientist and academics the lecture and discuss their current research in the Colloquium in Economic Sciences. This year, Prof. Teufel invited a colleague from the University of Berne, Prof. Dr. Thorsten Teichert. The title of his presentation was " The Creation of Social and Intellectual Capital in Virtual Communities of Practice" . As usually, the professors and doctoral students of the faculty much enjoyed the event.

More information about the colloquium can be obtained on

<http://www.unifr.ch/controlling/kolloquium>

## Research Activities

### **New Dissertation project started by Sascha Jerrentrup, T-Systems (Germany)**

Organization and Management of Strategic Alliances in the Telecommunications Industry – The Case of Deutsche Telekom AG.

Alliances and networks are a form of organization with an increasing importance and impact in the business environment. Most companies don't have the resources to sustain profitable growth on a global scale entirely by themselves. Building alliances and networks helps closing gaps in the value chain. Global telecommunication network providers face the same challenge. Multinational Customers require seamless global network solutions, which no provider can currently offer without a partner. Most research has so far focused on alliances and networks from a more general and distant perspective. The project's focus is on the actual organization and management of alliances in the telecommunications industry. How are processes set up for inter-organizational cooperation and work flows? How are governance and management of alliances organized in detail? What are an alliance's crucial success factors with regard to organization and management? The objective of the project is to gain empirical data on a concrete case study and verify current ideas on alliances, networks and organizational theory.

### **New Dissertation project started by Patrick S. Merten, iiimt**

The information revolution has drastically reshaped global society and is pushing the world every more towards the information based economy. In the tourism industry the importance of information and communication technologies (ICT) and especially the World Wide Web has increased tremendously over the past years. The tourism is one of the industries, which is able to generate enormous synergy effects from the use of the Internet. It is a possible instrument to change the structure and processes of the entire sector.

Therefore part of our research gives an overview over the state of the art in tourism science, whereby the explicit field of research is eTourism, i.e. the application of ICT Management to Tourism. The aim is to create hypothesis concerning business models for the tourism industry, focusing on change induced by mobile business solutions.

## Further Research projects

Untersuchung der Informationssicherheitskultur bei einer Internationalen Privatbank  
Im November/Dezember 2004 wurde die Informationssicherheitskultur einer internationalen Privatbank mit Hauptsitz in der Schweiz durch eine Befragung der Mitarbeitenden untersucht. Als Befragungsinstrument wurde dabei ein standardisierter Fragebogen verwendet, der im Rahmen des iimt Forschungsprojektes „Informationssicherheitskultur“ in Zusammenarbeit mit einer Arbeitsgruppe der FGSec (information security society switzerland) erarbeitet wurde. Die technische Basis für die Untersuchung wurde durch eine vorangehende Diplomarbeit gelegt, in der eine internetbasierte Untersuchungs- und Auswertungskomponente für die Informationssicherheitskultur erstellt wurde. Mit der Untersuchung konnte ein repräsentatives Bild über die Informationssicherheitskultur in der Bank gewonnen werden. In einem anschliessenden Workshop wurden die Resultate analysiert und Verbesserungsvorschläge erstellt. Die Bank wird nun die am besten geeigneten Massnahmen umsetzen und erwartet dadurch eine Verbesserung der Informationssicherheit. Die Untersuchung war für alle Beteiligten ein grosser Erfolg.

For more information concerning the Research activities of the chair of ICT-Management, please contact the University research database FUTURA: [www.unifr.ch/futura](http://www.unifr.ch/futura) and search for iimt.

## Publications

**P. Merten, T. Schlienger (2004):** Eine eHealth Plattform – Einsatz von IKT im Gesundheitswesen. In: P. Horster (Hrsg.): Elektronische Geschäftsprozesse. Verlag, IT Verlag für Informationstechnik GmbH, Höhenkirchen, Seiten: 345-358.

**S. Toffol, A. Erat, S. Teufel (2004):** Personalisierung im B2C E-Business. In: Horster (Hrsg.): Elektronische Geschäftsprozesse. Verlag, IT Verlag für Informationstechnik GmbH, Höhenkirchen, Seiten: 267-278.

**M. Steinert, S. Teufel (2004):** Asia's Mobile Powerhouses - Is there only one suitable way to the UMTS pole position?; in: Proceedings to ITU Asia 2004, Busan, Korea.

**M. Steinert, S. Teufel (2004):** Beyond E-Business; Why E-Commerce and Web organisations should monitor the Mobile dimension; in: Proceedings to KEST 2004, second International Conference on Knowledge Economy and Development of science and Technology, Beijing, China.

**Unterberger, C; Erat, A. (2004):** iimt telecom guide Schweiz 2004. Reihe: Series on Management in Telecommunications, Verlag, iimt University Press.

**A. Erat, J. Schläfli (2004):** Managementinstrument Outsourcing erfolgreich einsetzen. In: S. Teufel, S. Götte and M. Steinert (Hrsg.): Managementmethoden für ICT-Unternehmen. Verlag, Orell Füssli, Zürich, Seiten: 60-76.

**M. Steinert, A. Bult (2004):** Strategische Unternehmensführung von Hightech-Unternehmen - Insights von Swisscom Fixnet. In: S. Teufel, S. Götte and M. Steinert (Hrsg.): Managementmethoden für ICT-Unternehmen. Verlag, Orell Füssli, Zürich, Seiten: 26-44.

**S. Teufel, S. Götte, M. Steinert (Hrsg.) (2004):** Managementmethoden für ICT Unternehmen. Verlag, Orell Füssli, Zürich.

**S. Teufel (2004):** Managementmethoden für ICT-Unternehmen - Fribourg-ICT-Management-Framework. In: S. Teufel, S. Götte, M. Steinert (Hrsg.): Managementmethoden für ICT-Unternehmen. Verlag, Orell Füssli, Zürich, Seiten: 9-20.

**T. Schlienger, D. Hallen (2004):** Management der Informationssicherheit. In: S. Teufel, S. Götte and M. Steinert (Hrsg.): Managementmethoden für ICT-Unternehmen. Verlag, Orell Füssli, Zürich, Seiten: 46-58.

**Matousek, M.; Schlienger, T.; Teufel, S. (2004):** Metriken und Konzepte zur Messung der Informationssicherheit. In: HMD - Praxis der Wirtschaftsinformatik, Vol: 236, Iss: April 2004, Seiten: 33-41.

**M. Steinert, S. Teufel (2004):** European Mobile Data Services 2003 – Where are the Promised Innovations? In: M. Khosrow-Pour (Hrsg.): Innovations Through Information Technology. Proceedings of the 14th Information Resources Management Association International Conference, New Orleans (USA), S. 152-155.

**S. Teufel, C. Unterberger, M. Steinert, D. Duran (2004).** Financial Services and IP Connectivity. Vertrauliches Dokument. In: S. Teufel (Hrsg.): Verlag, iimt University Press.

**T. Schlienger, C. Baur, et al. (2004).** Leitfaden zur Förderung und Analyse der Informationssicherheitskultur. Verlag, iimt University Press.

**T. Schlienger, R. Rues Rizza (2004).** Befragung zur Informationssicherheitskultur in CH Organisationen, Arbeitsgruppe "Informationssicherheitskultur" der FGSec (information security society switzerland). [www.fgsec.ch/ag/isk/Marktbefragung2p.pdf](http://www.fgsec.ch/ag/isk/Marktbefragung2p.pdf)

## iimt University Press

In 2004 iimt University Press published 15 new books. 1 in the new series Dissertations, 1 in the likewise new series FGSec, 1 in the series Best Papers, 1 Telecom Guide and 11 in the series Executive MBA & Diploma Papers. Please find the details listed below. The iimt webshop has been further improved and online orders can be placed under [www.iimt/catalog](http://www.iimt/catalog). Most orders are processed through the web shop, making a fast and easy order procedure possible.

In 2004 the following titles were published:

### *Series Best Paper Award*

**Rüedi D. (2003):** Risk Management in der Akquisitionsphase in der ICT Branche. Verlag, iimt University Press.

### *Series FGSec*

**Schlienger T., Chris Baur et al (2004):** Leitfaden zur Förderung und Analyse der Informationssicherheitskultur

### *Series telecom guide*

**Unterberger C., Erat A. (2004):** telecom guide Schweiz 2004. Verlag, iimt University Press.

### *Series Dissertations*

**Schmidt K. (2004):** E-Commerce-Strategien und ihre Erarbeitung. Verlag, iimt University Press.

### *Series Executive MBA and Executive Diploma Papers 2005*

**Ajilian S. (2004):** Analysis and Simulation of a Customer Care and Billing Services for IT Products & Services. Verlag, iimt University Press.

**Andreani L. (2004):** Verschmelzung der IT- und Telekommunikationsbranchen und die Auswirkungen auf ein Unternehmen des Telekom-Sektors. Verlag, iimt University Press.

**Bord P. (2004):** Organisation d'un système de buts pour une organisation de vente auprès des clients commerciaux dans le secteur des télécommunications. Verlag, iimt University Press.

**Dileme N. (2004):** MIS in a virtual Contact Center. Verlag, iimt University Press.

**Hahn L. (2004):** "IP est-il le futur de la téléphonie?" Is IP the future of the telephony? Or is IP telephony the future? Verlag, iimt University Press.

**Imboden S. (2004):** Excellence im Bildungsbereich: Qualitätsmanagement vor dem Hintergrund eines ganzheitlichen Führungsverständnisses. Verlag, iimt University Press.

**Kohler M. (2004):** „Der Innovationsbroker“ – ein strukturierter New Business Development Plan. Verlag, iimt University Press.



**Meier G. (2004):** Introduction of Service Monitoring at Orange CH. Verlag iimt University Press.

**Pelosi G. (2004):** „Die Bewertung von intangiblen Ressourcen im strategischen Management“ – Beschreibung und Beurteilung des IO Modells unter Anwendung der Aktionsforschung. Verlag, iimt University Press.

**Tchalakian H. (2004):** Strategic Outsourcing – A Case Study in Hewlett Packard. Verlag, iimt University Press.

**Zürcher M. (2004):** Extraction of a set of roles, activities and tools used in a process from a case study to support change . A jigsaw puzzle piece in the framework of ITIL. Verlag, iimt University Press.

## Lectures at Academic Conferences

In addition a number of lectures were given at different conferences:

Teufel S.: 7. Berner Tagung für Informationssicherheit 2004 – Identity Management: Chancen und Risiken, Bern, 27.11.2004

Schlienger T.: Sicherheitsfaktor Mensch: Die Chancen einer Informationssicherheitskultur. FGSec (information security society switzerland), Zürich, 28.10.2004.

Toffol S., Erat A., Teufel S.: Personalisierung im B2C E-Business. Konferenz, EGP 2004 - Elektronische Geschäftsprozesse, 20.-21.09.2004, Klagenfurt, Austria.

Teufel S.: Mobile Applications Forum - Mobile4Business, Bern, 27.-28.09.2004

Merten P., Schlienger T.: Eine eHealth Plattform – Einsatz von IKT im Gesundheitswesen. Konferenz, EGP 2004 - Elektronische Geschäftsprozesse, 20.-21.09.2004, Klagenfurt, Austria.

Steinert M-, Teufel S.: Asia's Mobile Powerhouses - Is there only one suitable way to the UMTS pole position? Conference, ITU Asia 2004, Busan, Korea, 2004.

Steinert M., Teufel S.: Beyond E-Business - Why E-Commerce and Web Organisations Should Monitor the Mobile Dimension. KEST 2004 - Second International Conference on Knowledge Economy and Development of Science and Technology, Beijing, 17.- 20.09.2004.

Steinert M.: European Mobile Data Services 2003 – Where are the Promised Innovations? 2004 IRMA International Conference, New Orleans (USA), 25.05.2004.

Teufel S.: Women in IT. x.days, Interlaken, 23-25.05.2004.

Steinert M.: Der schweizerische ICT-Markt und seine Wertschöpfung. Lecture, Universität Bern, Kurs Innovation durch IKT, Bachelor, 18.05.2004

Steinert M.: Country Profiles: Wireless Applications for the Digital Divide. Asia Pacific Conference on Emerging Technologies: The Challenge of the Mobile Revolution and the Digital Divide. Seoul (KR), 12.05.2004.

Teufel S.: 3rd Asia Pacific Conference on Emerging Technologies: The Challenge of the Mobile Revolution and the Digital Divide, 10.-15.05.2005

Teufel S.: Modul 9: Business Model in Information Age. EMBE/EMBA in Business Engineering, Universität St. Gallen, Mai 2004.

Erat A.: Mehrseitiges Sicherheitsmanagement in mobilen Informations- und Kommunikationssystemen. VDE, Themennachmittag: Sicherheit und Mobilität, Freiburg (im Breisgau), Germany, 28.04.2004.

Teufel S.: Identity Driven Business-Identitäten, Kontexte, Business. VIP Dinner - Novell Talks Business, Zürich, April 2004.

Teufel S.: Johannes Kepler Universität Linz. Prof. Dr. G. Pomberger, Linz, 2004.

Teufel S.: IT-Security Workshop, Excelsis Business Technology AG, Stuttgart 04.03.2004

## Membership of Organisations

Prof. Dr. Stephanie Teufel was active in 2004 in the below-mentioned organisations:

Excelsis Business Technology AG  
Member of the Administrative Council (since 2004)

IFIP TC11  
Representative for Switzerland (since 2002)

ICTnet  
Founder Member (since 2001)

IT Valley Fribourg  
Founder Member (since 2000)

Kuratorium OFFIS e.V.  
Member of Academic Council (since 2000)

Fachgruppe Security (fg sec) (until summer 2004)  
Member of the Board

Other memberships include: GI, SI, ACM, Münchner Kreis, Schmalenbach-Gesellschaft für Betriebswirtschaft, SGB.

## **Programme Committee for Conferences & Academic Review**

Prof. Dr. Teufel was also very active as a member of various programme committees for different national and international academic conferences and as academic reviewer.

Programme Committee

IRMA 2004 – International Conference  
New Orleans 2004, Reviewer and Member of Programme Committee

4<sup>th</sup> IFIP 13 E conference – e-commerce, e-business and e-government  
Toulouse 2004, Member of the Steering Committee

DEXA 2004 – 15<sup>th</sup> International Conference on Database and Expert Systems Applications  
Zaragoza 2004, Reviewer and Member of Programme Committee

T-Systems International Conference – University meets economy  
Leipzig 2004 - Member of Programme Committee

EC-Web 2004 – 5th International Conference on Electronic Commerce and Web Technologies  
Zaragoza 2004, Reviewer and Member of Programme Committee

WEBS 2004 – International Workshop on Web Semantics  
Zaragoza 2004, Reviewer and Member of Programme Committee

Trustbus'04 – International Workshop on trust and privacy in digital business  
Zaragoza 2004, Reviewer and Member of Programme Committee

D A CH Security  
Basel 2004, Reviewer and Member of Programme Committee

iimt Information Security Brush-up Workshop – Zertifizierung in der Informationssicherheit  
Bern 2004, Convener

WiWi (Wirtschaftswissenschaftliches) colloquium – University of Fribourg  
Fribourg 2004, Convener

iimt Summer School in General Management, Fribourg 2004, Convener

Academic Review

Examiner for dissertations and diploma thesis at the Faculty of Economics and Social Sciences, University of Fribourg.

Reviewer for the Swiss National Science Foundation (Schweizerischer Nationalfonds).



## Accountants Report



## Contact

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