



# eSIGNAL

<b>News</b>	<b>2</b>
JEST Guest Editor S. Teufel - Call for Papers iiimt is looking for a Master student Business Ethics course with LL.M. students	
<b>Next Courses</b>	<b>3</b>
Next Courses in March Next Courses in June	
<b>Executive Programmes</b>	<b>5</b>
Our first courses in 2015 The experience from Ghana	
<b>Chair</b>	<b>8</b>
Social Media Performance Measurement Crowd Energy – the new electricity management principle	
<b>Events</b>	<b>9</b>
ICT Networking Party 2015 Next iimt Masterclass iiimt Leaders Launch 2015	
<b>20 years iimt</b>	<b>10</b>
Time to celebrate!	

## Time to celebrate!

This year, the international institute of management in technology is celebrating its 20<sup>th</sup> birthday.

Founded in 1995 as a unique joint-venture between the Swiss PTT and the University of Fribourg, the institute's origin is based on the accomplishment of management trainings in the telecom sector. In these days, the institute was named „institut international de management en télécommunications“. Since then, many things have changed.

Today, 20 years later, the iimt is a renowned competence centre in the field of education and research in the Information & Communication Technology as well as in the Energy sector.

Not only have the educational programmes at the iimt been developed, modernised and are more flexible than ever, but the research activities have also been expanded and are setting new standards and trends.

In this Newsletter you will find more information about the iimt anniversary and we are looking forward to celebrating with you.

## Save the date!

Next Courses	03-27.03.2015
Next Masterclass	26.03.2015
20 years iimt	01.10.2015
Leaders Launch	03.12.2015



**Prof. Dr. Stephanie Teufel**  
Director

## JEST Guest Editor S. Teufel - Call for Papers

Prof. Dr. Stephanie Teufel is invited to be the guest editor for the special section on Energy-Efficient Technologies (EET) - Crowd Energy Applications of the Journal of Electronic Science and Technology (JEST).



The special issue focuses on the Crowd Energy Concept developed at the iimt and will be published in September 2015. Authors are invited to submit unpublished papers.

The call for papers can be found on the [iimt website](#).

## iimt is looking for a Master student

The Swiss electricity industry undergoes currently structural changes to implement a Smart Grid. Inherently to the supply chain alterations, energy suppliers meet the challenge to define new business opportunities to stay competitive. This comprises the shift of the business focus from selling quantity to customer centric approaches through providing value added services. Furthermore, sustainability and cooperation aspects find additional influences in the business modelling procedure. Therefore, value proposition, value creation and value capturing happen in the so-called value networks and require different skills and tools.

At the iimt, we are developing a tool defining and evaluating strategic innovation directions. To support our research, we are looking for a Master student willing to write a Master thesis in the field of business modelling.

The Master thesis and the research question can be adjusted to the needs/wishes of the student. Furthermore, the paper can be written in German or English.

If you are interested to write such a Master thesis at the iimt, please contact Mario Gstrein ([mario.gstrein@unifr.ch](mailto:mario.gstrein@unifr.ch)).

## Business Ethics course with LL.M. students



The iimt proudly announces that the Business Ethics Course (3<sup>rd</sup> – 4<sup>th</sup> March 2015) will be once again conducted jointly with the LL.M., Master of Law students from the University of Fribourg. After last year's enriching experience, the iimt and LL.M. decided to renew the shared course. Thus, the students will benefit from this special combination and enlarge their knowledge as well as their network.

The iimt is looking forward to welcome lawyers and jurists in its course





# NEXT COURSES

## Next Courses in March

Teamwork, Collaboration and Employees 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 in March 2015.

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

### Organisational Behaviour & HR Management

#### Module 1: 10<sup>th</sup> - 11<sup>th</sup> March

Personality; Teamwork; Motivation; Organisational justice; Employee engagement

#### Module 2: 12<sup>th</sup> - 13<sup>th</sup> March

Strategic HRM; Employment contract; Attracting & selecting employees; Developing & performance managing employees; International HRM

#### Module 3: 17<sup>th</sup> - 18<sup>th</sup> March

Leading strategically including; Personal leadership styles; Strategy and goal setting; 360° Feedback; Strategy stories

#### International Speakers:

- Prof. Dr. Kerstin Alfes, Tilburg University, The Netherlands
- Prof. Dr. Amanda Shantz, York University, Canada

#### Speakers:

- Mrs Christine Ledergerber, Ledergerber Hinderling Consulting, Zurich
- Dr. Elena Hubschmid, Angst+Pfister AG & University of Berne

### Business Ethics

#### Module 1: 3<sup>rd</sup> - 4<sup>th</sup> 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

#### Speaker:

- Prof. Dr. Guido Palazzo, Ecole des HEC, University of Lausanne

### Process & Excellence Management

#### Module 1: 19<sup>th</sup> - 20<sup>th</sup> March

Process management; Strategic and operative process management; A practical insight in process oriented reorganisations

#### Module 2: 24<sup>th</sup> - 25<sup>th</sup> March

Quality concepts; Models and tools; Excellence programmes in the industry; Business excellence in practice and theory

#### Speakers:

- Prof. Dr. Fritz Fahrni, ETH Zurich & University of St. Gallen
- Prof. Dr. Thomas Friedli, University of St. Gallen
- Prof. Dr. Lüder Tockenbürger, PRO4S & Partner, Gossau SG



# NEXT COURSES

## 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?

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 provide you with the theoretical and practical know-how. Therefore, accounting and finance no longer needs to be feared.

---

## Managerial Finance

### Module 1: 11<sup>th</sup> - 12<sup>th</sup> June

Risk and return; Valuation of financial assets; Cost of capital; Capital budgeting

### Module 2: 16<sup>th</sup> - 17<sup>th</sup> June

Financial statement analysis; Valuation; Capital structure

### Module 3: 23<sup>rd</sup> - 24<sup>th</sup> June

Evaluating financing alternatives; Risk management concepts; Derivatives and their applications

### Subject Area Coordinators:

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

---

## Management Accounting & Control

### Module 1: 9<sup>th</sup> - 10<sup>th</sup> June

Using financial reports for decision making; Understanding cost accounting; Costing and decision making

### Module 2: 18<sup>th</sup> - 19<sup>th</sup> June

From strategy to budgeting; Management control systems; Performance measurement

### Module 3: 25<sup>th</sup> - 26<sup>th</sup> June

Transfer pricing in divisionalised companies; Strategic cost management; Strategic performance Management

### Subject Area Coordinator:

- Prof. Dr. Thomas Rautenstrauch  
University of Applied Sciences in Business Administration, Zurich

### 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.



# EXECUTIVE PROGRAMMES

## Our first courses in 2015

The Executive Programmes started during the first week of January with "Strategy & Innovation Management". The main speaker for the modules 1 & 2 was Prof. Dr. Simon Peck from the Weatherhead School of Management, Case Western Reserve University in Cleveland (Ohio, USA). He was supported by two key note speakers of the energy sector. In the first module, 19 participants from Ghana, Russia, Italy, Egypt, Venezuela and Switzerland joined the session. Part of the students live in Switzerland or just moved in, while others flew in for each course module.

The class was interested to hear the guest speaker Mr. Claude Gremion (Counsel & Strategy Director, Member of the Board) from Groupe E SA, who presented the strategic activities, the impact of the drivers, the seven main lines of

the energy strategy 2050 and the innovation projects.

In the second module, Dr. Dieter Reichelt (Director of the grid division) inspired 11 students with his lecture "The Electricity Sector in Transition" at Axpo AG. He gave an insight of the electricity sector, the strategic options & positioning and the current challenges of his company.

In the second course week, the students had an introduction to "Marketing Management". The Subject Area Coordinator for the modules 1 & 2 is Prof. Dr. Sascha Götte, who delighted the participants for the 10<sup>th</sup> year with his knowledge in this field. He was supported by several lecturers from the industry. The closing course for the January session was "International Marketing", given by Prof. Dr. Marc Fetscherin from the Rollins

College Crummer Graduate School of Business, Florida USA.

In all courses, the students got a balance between theory and practice.

Feedbacks from the students about the lecturers, the course and the case studies are always extremely appreciated. Both courses were a success, and the feedbacks highly positive.

Here are some feedbacks from the students regarding the modules "Strategy & Innovation Management":

*"Very practical approach to define success path in various organisational and personal situations."*

*"Fantastic course and a must for contemporary managers who want to succeed in business."*

And also some feedbacks from the students regarding the modules "Marketing Management":

*"Very relevant course. A must for any manager who wants to take charge."*

*"Course is good, good material, good organisation and well delivered."*

*"Learned a lot about international marketing strategies and marketing mix with good theory and case study combination."*



# EXECUTIVE PROGRAMMES

## The experience from Ghana



Alfred Sackeyfio

Kenneth Arthur

### **Kenneth Arthur, iimt EMBA Student 2014-2015**

"I was pleased when I received the offer for admission to study at the iimt in Switzerland. I therefore looked forward to how I was going to cope with my new livelihood and colleagues, as well as with the course EMBA in Utility Management.

The first attraction for me is flexibility of the programmes, which allows me to pursue the academic carrier and also be available at work during the breaks. However the breaks in-between semesters have just been enough to settle back into work, take a reflection on the tools and skills

acquired in previous completed modules and also prepare for assessments. This demand has improved my time management tremendously!

Teaching sessions at the iimt have been high impact learning. The mix of high profile Swiss, US and other International Professors combines well with the top Industry Experts, who share both knowledge and rich experiences with iimt students! The satisfaction has been great and more!

I always feel accepted by the iimt family and that shows the real international dimension of this Institute and it's professional staff.

A combination of all these positive attributes always resonates "Swiss Quality" on my mind! I am delighted to have experienced the Swiss Culture. The priceless values of timeliness, precision, beauty, wealth, serenity and security are all contributing to the greatness of Switzerland! It is an inspiring experience for me.

iimt is having a positive impact on me regarding training and professional development. As I interact and learn from my colleagues here, I have no doubts that they also share the same greatness of iimt! I will forever be proud to be part and parcel of iimt and also as a Swiss graduate."

# EXECUTIVE PROGRAMMES

## **Alfred Sackeyfo, iimt EMBA Student 2014-2015**

"My experience at the iimt is certainly worth mentioning and will forever be at the forefront of my thoughts. As a student coming from Ghana and looking to pursue an EMBA in Utility management and in English, my search landed me at no other place than at iimt, University of Fribourg, Switzerland. I must say it was a good decision I took to come to the iimt.

The program is well rounded and it has prepared me in all areas of contemporary business to enable me take an informed decision suited to my peculiar environment. The course blends both theory and practice where practicing professionals present the practical perspectives to the students. This is very fulfilling as you are able to situate what you have learnt in an industrial setting.

I have gained knowledge in my professional area by the interactive nature of the class as

well as working in teams with my class mates. My network of professionals has grown bigger and certainly one's professional life will be impacted upon by the size and quality of your network. Coming to Switzerland as a foreign student is worth the sacrifice as I have had the opportunity to learn a lot from working with students coming from various industries. It has given me all the tools I need to handle any business with emphasis on leveraging on technology to improve the business performance. Working in the Electric Utility industry, I was keen in getting a program that will lay some emphasis on utility management which is offered by the iimt. I had the opportunity to interact with experts on how the EU electricity market is unfolding. I can say there is a lot of experience that we can learn from as Ghana also embarks on instituting an electricity market. I have gained knowledge in my focus area and talking to industry experts has given me invaluable insight as to the trends and future of

the industry. It has exposed me to all the building blocks of business management including the tangible and intangibles. It has given a cutting edge to be able to slice and dice business problems. It has made me whole as a manager.

The program which is modular allows you to study at your pace. By virtue of my distance, I opted for the full time program which lasts for one year. It was very intensive but also fun enough to help me relax. In fact I must confess that it kept me on my toes throughout the entire duration of my EMBA.

The iimt faculty comes with extensive experience that enriches the program. The iimt is always looking forward to improving the program to ensure the program remains relevant to industry.

I highly recommend this EMBA to all who want to gain or upgrade their knowledge to enable them move their carrier to the next level."



## Social Media Performance Measurement

Social Media has a lot of potential to support the Swiss economy and ICT-Industry. The interactive social platforms are of increasing importance in today's business, especially for an expanded corporate communication. Social Media is a rather complex field of research because of its interactive characteristics. Measuring the social media performance ("accuracy, completeness, cost, speed") is a particularly difficult task. This State of the Art is addressed to the topic of Social Media performance measurement and was established

within the framework of the project SAIL (Social Media Performance Monitoring Tool). This report provides an overview of the current research in the area of social media strategy and performance measurement. It contains suggestions for simple approaches to formulate strategic objectives and to measure performance. A special focus will be given to non-profit organisations (NPOs).

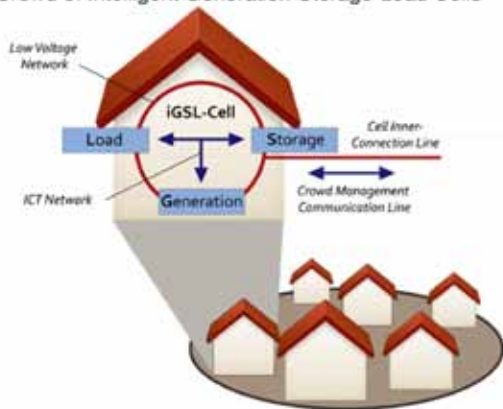
This State of the Art is available in the iimt Webshop. ISBN: 978-3-905814-46-0

## Crowd Energy – the new electricity management principle



At the iimt, we predict that the general phenomenon of the majority opinion ("the crowd principle") – electricity management is influenced by numerous participants – is one of the main drivers of the energy turnaround.

Crowd of Intelligent Generation-Storage-Load Cells




The possibility for the consumer to produce, store and exchange self-produced electricity argues for this development. Consumers

become so called prosumers and can unlock the potential to achieve sustainable goals like CO<sub>2</sub> reduction or enhanced energy efficiency. Thus, the energy turnaround takes place from bottom-up. A precondition of the future is the intelligent grid, the technical equipment of small cells (house level), which can generate, store, and handle load (iGSL) – see figure. The cooperation among those cells to create a sustainable micro-grid as well as the technical and social influences however still requires more investigation.

Therefore, the iimt creates the research field of Crowd Energy and launches several projects to investigate, besides technical aspects, the market design, the mental accounting of self-produced electricity, and the consumer behaviour – especially decision-making. A key aspect will be the clarification of efficiency

facts concerning the underlying crowd principle and the impacts on the entire grid. Our goal is, hence, to develop a simulation tool based on the theories of socio-thermodynamics and urban living. The project of prosumer behaviour, on the other hand, should answer emerging questions for decision-making about self-produced electricity. Currently, we conduct an online-survey to find first indications. The questionnaire focuses on all persons who are already, or will be in the future, involved or interested in the electricity management. Join in!

Take the survey 

For further information, please visit our website [www.crowd-energy.ch](http://www.crowd-energy.ch) or get in touch with us by sending an email to [crowd@iimt.ch](mailto:crowd@iimt.ch)





# EVENTS

## ICT Networking Party 2015

The 22<sup>nd</sup> of January 2015 the 13<sup>th</sup> edition of the ICT Networking Party took place at the Kursaal in Bern. 1400 guests from the ICT, economy and politics sectors, joined this legendary event. The ICT-Networking Party is the biggest party in Switzerland and the atmosphere was – as always - great.

Next to representatives of the Federal and States Council and other leaders, the Kursaal in Bern was „the place to be“ and a unique opportunity to network thanks to the „who is who“ of the Information- and Communications sector.

After the opening by Vania Kohli, organiser of the event, Thomas C. Flatt, Vice president of ICT Switzerland, addressed his welcoming words to the guests. Illustrious speakers and fascinating speeches from Dr. Rudolf Stämpfli, member of the management Stämpfli Group, Noëmi Nadelmann, opera singer, and Andreas Thiel, satirist, as well as the culinary Curry & More Highlight with the following beer garden, made this evening unforgettable.

The iimt was, as every year, host of a table and had the great honor to welcome decision makers and fascinating personalities at the table.



Source: SITM

## Next iimt Masterclass

### Research Management @ IBM

Save the date!

The next iimt Masterclass will take place on the 26<sup>th</sup> of March at the iimt - University of Fribourg. 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: 20<sup>th</sup> March 2015).

### Speaker - Dr. Martin Schmatz

Take advantage of this free Masterclass event with our top speaker Dr. Martin Schmatz, IBM Research Zurich, and meet other professionals attending! More information about this event will be available soon. We are looking forward to seeing you at the iimt.

## iimt Leaders Launch 2015

The yearly iimt Award ceremony will take place on

### Thursday, 3<sup>rd</sup> December 2015

at the Gutenberg Museum, located near the Cathedral of Fribourg. The ceremony will be followed by an exciting Panel Discussion.

More information about this event will follow soon. Save the date and become part of a unique gathering, full of interesting discussions and amazing people in a great atmosphere.

## 20 years iimt - Time to celebrate!



### Some milestones of our history

The foundation of the iimt in 1995 was certainly an act of pioneers. The PTT (now Swisscom) created an institute in cooperation with the University of Fribourg. To offer a specialised management training at the highest quality level was, and is still, the main goal of the institute.

Once the iimt offices (near the main train station) were operational, the course structure settled and the first Subject Area Coordinators and lecturers dedicated, the first students

started their educational programme in 1997, back then in German and French. Courses were offered in the PTT building, different hotels and the HEIA-FR.

In 2000, Prof. Dr. Stephanie Teufel joined the iimt as Director and Professor of the Chair in ICT Management. The Research activities were ready to begin.

In 2005, the iimt moved into its new offices at the University of Fribourg (Bd de Pérolles) and changed at the same time its name into "international institute of management in technology". The new premises offered to the students from then on a modern and optimal study environment.

Since the foundation of the iimt, the educational market changed remarkably. With a finger on

the pulse, the iimt also adapted its Executive Programmes continuously.

- The specialisation in "telecom" became a specialisation in ICT Management
- The course language changed from German and French into English
- First accreditation of the iimt and its Executive Programmes in 2005 by the AAQ
- In 2006, the Executive Programmes in Utility Management were launched
- In 2010, the Executive CAS in ICT and Utility Management was offered for the first time
- In 2011, second accreditation of the iimt and its Executive Programmes by the AAQ





# 20 YEARS

Not only was the programme offer enlarged, but the course structure was also regularly adapted. The flexibility became one of the major subjects at the iimt. The iimt course structure offered students a high rate of flexibility by choosing individual beginnings and the rhythm of the study programme. Combined with the modular structure of the courses, participants had and have the opportunity to benefit from a custom tailored study programme.

Furthermore the course content was always adapted to the

existing needs and requirements of the market and modern teaching methods as blended- and e-learning was integrated.

The developments and changes in Executive Education at the iimt during the past 20 years are just one side of the coin. The other side is characterised by tremendous research activities at the Chair of Management in Information and Communication Technology. Chair holder Prof. Dr. Stephanie Teufel and her research team established four major fields of research: Innovation and Technology Management,

Management of Information Security, Management of Energy Systems and Project Management. Beside research, Bachelor-, Master, and Doctoral programmes are conducted in these fields. Additionally, a big number of basic and applied research projects were very successfully carried out together with industry and governmental partners. High quality scientific publications, as well as the organisation of and participation in various scientific conferences and well known scientific events complete the research activities of the chair.

## 20 years - The anniversary celebration in October 2015

In order to celebrate the iimt's anniversary, you are cordially invited to join our celebration event the 1<sup>st</sup> of October. The event highlights are several attractions, some speeches, drinks, food and networking. It would be a great pleasure to welcome you on the occasion of this special event. Please reserve already now this date in your agenda. You will receive further information and an invitation later on.

### Did you know?

20 years ago

The iimt was founded as a joint-venture between the Swiss PTT and the University of Fribourg

28 nations

is the number of different nationalities that the iimt students represent so far

74 lecturers

taught in 2014, representing 14 different nationalities

196 companies

were represented by students since the creation of the iimt

308 lecturers

have been teaching at the iimt in the last 20 years

356 former students

graduated until now with an iimt Executive MBA, Diploma or CAS