



**Hochschule  
Augsburg** University of  
Applied Sciences

# gP

SUMMER 2019

# BUSINESS

Sought-after personalities –  
Augsburg University of Applied Sciences

CHANGE MANAGEMENT  
**Digital transformation  
in the region**

**FACTS**

**Students**

at the Augsburg University of Applied Sciences: 5921

in the Faculty of Business (incl. IWI and MVM): 1466

of which:

BA Business Administration (BW)	496
BA International Management (IM)	419
BEng International Management and Engineering (IWI)	272
MA International Business and Finance (IBF)	43
MA Human Resource Management (PMG)	57
MA Marketing/Sales/Media (MVM)	133
MA Tax and Accounting (MSR)	37
Certificate Process Developer in Logistics	9

**Advanced modules in**

**BA Business Administration in summer semester 2019**

- Finance Management
- Logistics
- Marketing Management International
- Human Resource Management
- Tax

**Advanced modules in**

**BA International Management in summer semester 2019**

- Corporate Finance
- European Business Studies
- International Accounting

**Advanced modules in**

**BEng International Management and Engineering in summer semester 2019**

Marketing Management International

**International exchange programmes**

Students from foreign partner universities: 48

(incoming)

Students at foreign partner universities: 33

(outgoing)

Status: 13 March 2019

**TITLE PICTURE**

Maria Russo, Senior SAP Consultant at MHP Management- und IT-Beratung in Munich and alumna of the Faculty of Business



**Dear students, prospective students, alumni, friends, sponsors and partners of our Faculty of Business,**

Without a doubt, China is a dictatorship. It is easy to forget this because of the huge economic rise that brought about the „controlled market“ system of the country over the past 40 years. The sparkling facades in Shenzhen or Shanghai are no different to those in Chicago or New York, and people hang out in Starbucks cafés and McDonald’s. China is no longer the extended workbench of the West, but is a world leader when it comes to the development of cutting-edge technology. There is merely a subtle restriction of individual freedoms and the widespread electronic camera surveillance can easily be overlooked. The Chinese Internet, which is actually an Intranet behind the great firewall of China, portrays a world to the people in which no cultural revolution and no massacre at Tiananmen Square ever happened.

The state control of the Chinese people will be perfected by the planned „social score“, which should cover almost all areas of life, while rewarding good behaviour and punishing misconduct. The surveyed categories are of particular interest: In addition to the areas expected such as adherence to the rules of the road or honesty in financial affairs, a number of political categories will also be included in the planned Chinese model. In future, it will be ensured that only positive reports will be published in electronic media in relation to the communist party and, in particular, the President of the People’s Republic of China.

From a Western point of view, this is both disconcerting and dangerous. Since the Enlightenment, our lifestyle has been based on individual freedom, in particular freedom of thought, speech and action. Francis Fukuyama was obviously wrong when he postulated the „end of history“ after the collapse of the Soviet Union and, therefore, predicted the victory of the market-oriented economic model together with Western democracy. Examples such as China, Turkey and Russia show that a successful market-oriented economic system can go hand in hand with an undemocratic and repressive political system.

But why are universities expected to and obliged to cooperate with partners in China? It is obvious that the „American Century“ is now over. China will dominate the 21st century not only from an economic point of view, but also from a societal and military point of view. And it will do this with or without us. In a global economic system, an exporting nation such as Germany or an economic area such as the EU cannot afford to isolate themselves. Both sides must equip their „young professionals“ to feel confident negotiating on an international playing field. The relations between German and Chinese universities must, however, take place on an equal footing taking the situation of the other party into consideration. The university world in China is developing at a rapid pace. Young Chinese people have excellent English language skills, there are many university programmes in China taught in English and there is a huge interest in cooperating with Western universities of applied sciences. Our students should also benefit from regular exchanges by getting to know the other social system and cultural differences.



Prof. Dr. Michael Feucht, Dean

The Shenzhen Technology University (SZTU), founded in 2017 and designed as a university of applied sciences based on the German model, is now a partner university. Chinese colleagues have great respect for the German education system and strive to transfer the successful model of Germany universities of applied sciences to their situation. Last November my colleague and I held lectures during the SZTU international week and were equally as impressed with the speed and precision in which the new campus with over 20,000 students was built there. Germany can be positively inspired by this and by the tremendous hospitality we received in Shenzhen.

I would like to sincerely thank you for your solidarity with our Faculty of Business and hope you enjoy reading our gP Business newsletter. Our advertising customers deserve special thanks for their kind support. If you know someone who is interested in receiving a free copy of the German or English gP Business, please send their name and address to [dekanat.wirtschaft@hsaugsburg.de](mailto:dekanat.wirtschaft@hsaugsburg.de).

Yours,

Prof. Dr. Michael Feucht, Dean

**SONNTAG & PARTNER: FIRST-CLASS WHEN IT COMES TO FAIRNESS**

The south German law firm **Sonntag & Partner** with offices in Augsburg, Munich, Frankfurt, Ulm and Nuremberg can be proud of the commendation in the Deutschland-Test „Fairness at work“. With top ratings in various categories – for example, culture, fairness and work environment – the law firm prevailed against competitors from the same industry and received the award „Greatest fairness in jobs“. The survey was based on the statements of the 20,000 companies with the most employees in Germany and on information from Internet sources.

*Information: Oliver Kanus, partner at the law firm Sonntag & Partner*

**PRIZE-WINNING THESIS**



Melanie Ihlefeldt

Fully in the spirit of agility and stability of organisations, the 11th annual conference of the Gesellschaft für Organisation und Management (Society for Organisation and Management) took place in Dusseldorf on 17 and 18 October. In addition to presentations of specific examples from practice and inspiring talks, the „Student Award 2018“ for outstanding Master theses was presented. For her thesis „Lack of Trusting New Technologies and Resistance to Changing Business Models“, **Melanie Ihlefeldt** was awarded the fourth prize by the top-class academic jury. The prize winner studied the Master programme „International Business and Finance“ at the Faculty of Business and her thesis was supervised by Prof. Dr. Sarah Hatfield. Congratulations!

*Information: Prof. Dr. Hatfield*

**RHETORIC AND PRESENTATION: NEW ADJUNCT LECTURERS**

**Dr. Martin Hanauer** has been adjunct lecturer of Moderation, Supervision and Team Building since 2008. His posts have included the University of Applied Management in Erding and Ismaning, the LMU Munich, the TU Munich, the University of Koblenz-Landau and the HU Berlin.

He graduated from the LMU Munich, performing research and completing his PhD in the area of manager training. He gained practical experience over many years of working in the area of HR and organisational development and in management roles. He encountered various company cultures in corporations and large companies as well as SMEs and startups. Ultimately, his work with startups motivated him to develop his own app.

Developing, being creative, experimenting and showing courage: these are properties that Dr. Hanauer wants to promote in his time as adjunct lecturer.

**Tobias Treven** is the second new adjunct lecturer in rhetoric and presentation techniques. Working with students reminds him of his own student years at the University of Regensburg, where he studied pedagogy with a focus on adult vocational education after his training to become a bank clerk. Before Tobias Treven was hired as a HR developer at the Augsburg municipal utilities, he gained practical and industry experience in certification according to KTQ at the Günzburg clinic, supporting school leavers on their educational paths at the BFZ Augsburg, and in printing press manufacturing at MAN Roland. At the Augsburg municipal utilities, HR development means

**UNIVERSITY SKI CHAMPIONSHIPS: CONGRATULATIONS**



The Augsburg University of Applied Sciences came 4th in this year's ski championships. Prof. Dr. Wolfram Schönfelder showed his prowess in several disciplines, coming 8th in the men's giant slalom, 5th in snowboarding and achieving 4th place in men's cross-country skiing.



Dr. Martin Hanauer



Tobias Treven

guiding and supporting staff, managers and teams to deal with constant change, e.g. due to market shifts or increasing digitalisation. His further training to be a coach according to the guidelines of dvct and DGSv helps him in this task. Tobias Treven is pleased to share his experiences with students at the Augsburg University of Applied Sciences.

*Information: Prof. Dr. Regnet*



**SAVE THE DATE: PYRAMID 2019**

The Pyramid job fair – one of the largest student recruiting fairs in southern Germany – will take place at the Rotes Tor campus on Wednesday, 29 May 2019 from 10am to 3pm. There will be over 170 companies exhibiting there. The 7-person student management team is supported by approximately 100 students of the Augsburg University of Applied Sciences in organising and holding the fair. The team is supported by Prof. Dr. Mahena Stief and Prof. Dr. habil. Klaus Kellner.



The 2019 student management team

**STARTUP CHALLENGE BAVARIA: SUCCESSFUL PARTICIPATION OF AUGSBURG TEAM**

**Christin Mayer, Niklas Bullnheimer and Tim Wurlitzer** – a mixed BW-IWI team – did very well representing the Augsburg University of Applied Sciences in the Startup Challenge 2018 / 2019. The Augsburg University of Applied Sciences team placed in the top two – congratulations!

come by the team made up of Christin, Niklas and Tim were diverse. Associated questions included, for example: Which market trends demand which investments or divestments? When do product sales take effect in terms of payments? Which measures need to be taken to practise strategic



The winning team: Christin Mayer, Niklas Bullnheimer and Tim Wurlitzer.

A little background information: The Startup Challenge is THE Bavarian startup business game. 36 teams from 25 third-level institutes took part. Participation involved many weeks of intense competition with all other teams and the discovery that founding a company is a very complex matter. The relationships between decisions that need to be made have to be understood and anticipated.

The basis for this is numbers, data and facts. So simple maths? No, but relationships do need to be represented in mathematical terms. After all, successful company management is ultimately driven by these numbers, data and facts. The challenges that needed to be over-

forethought? What are the competitors doing? Which technologies will determine market development? What production capacity needs to be reserved? Are additional sources of finance needed?

In short, the questions were as varied as the challenges. It is certainly an interesting and educational experience to take part in an online business game. In conclusion: It absolutely makes sense to gain theoretical knowledge first. However, know-how alone is not enough. Only when combined with do-how can it show whether and to what extent someone possesses the profile of a successful company founder and leader.

**NEW IN THE TEAM**

Since December 2018, **Sylvia Kreuzer** has been supporting the Faculty of Business secretariat. She supports students and educators of the International Management course. After a number of years as an administrative worker in the construction industry, she began working at the Augsburg University of Applied Sciences in winter.



**PUBLICATION DAS DILEMMA MIT DEN DILEMMAS (THE DILEMMA WITH DILEMMAS)**

*Christian Lebrez*



metropolitan, €29.95

Why predicaments determine life in organisations and how we can deal with them better

**Dilemmas are unavoidable**

You know those days when you feel like you can't win? When you are between a rock and a hard place?

Welcome to the world of dilemmas, the decisions where we have to choose between equally undesirable options and cannot find a satisfactory solution.

However, these dilemmas are not a sign of bad management. Rather, they are the ticket that allows you to participate in the game as a manager at all! There is no such thing as an organisation without dilemmas.

Because dilemmas are unavoidable, you should develop a more relaxed attitude towards them. Our guidebook will help you to do this.

## AUGSBURG UNIVERSITY OF APPLIED SCIENCES: ENTREPRENEURSHIP AS MINDSET AND MENTALITY

How is the startup spirit at the Augsburg University of Applied Sciences? To get to the bottom of this question, a group of students under the leadership of Prof. Dr. Marcus Labbé started a cross-faculty survey in November.

Shortly after starting the survey it was already possible to register a large number of participants, reaching a very satisfactory 426 respondents by the end of the survey period. After evaluating the collected information, it was possible to draw some interesting conclusions. Firstly, the majority of students were of the opinion that starting their own company straight after graduating was out of the question. Rather, it would be important to gather experience in SMEs or large corporations. „I would if I could“... this attitude reflects the motivation of studies when it comes to the topic of entrepreneurship. Although most students consider themselves to have a good management personality and to be a good communicator, very few participants would actually be willing to implement their idea in practice. In addition, students who had thought seriously about founding a company still lacked the last necessary impetus. Surprisingly, inherited entrepreneur DNA is not a significant criterion: The participants with parents owning a company are not substantially more willing to start their own company. Rather, the social environment plays a greater role. However, the survey respondents



Photo: Helena Gladen

From left to right: Thomas Schädler, Felix Ratzer, Helena Gladen, Christin Mayer, Fabian Schmid, Sebastian Gaschler (not pictured: Soner Sari)

were in agreement in this regard and indicated that they would always be able to count on positive support from friends and family. So why is it that the students lack the ultimate conviction to found their own company? Firstly, we still need to work on the startup atmosphere at the Augsburg University of Applied Sciences. Over 80% of respondents have never attended a course on the topic of entrepreneurship. Of course the interest of the individual plays a big part, but something should be done with respect to the courses offered and their visibility.

One positive aspect is the HSA\_digit, which was established specifically for questions relating to entrepreneurship and provides the opportunity to gain many valuable tips on successfully starting a company through discussions and startup consultations.

Another encouraging fact is that a co-working space is offered by the Faculty of Business to provide a creative space for students willing to set up a company. Ultimately, however, every individual has to decide for themselves. The fear of failure also needs to be removed. So-called „Fuckup Nights“ would be excellent for this purpose. On these nights, entrepreneurs report on what went wrong during their startup journeys.

The universally known slogan „Just do it!“ is a short and concise way of summarising the results. This applies on the one hand to the Augsburg University of Applied Sciences, which should foster more of a Silicon Valley atmosphere on the campus. On the other hand, the students themselves are encouraged to gather the courage to take the step into self-employment.

## TALK AT THE MARKETING CLUB AUGSBURG

As part of the Marketing Club Augsburg's „Intensive marketing“ series of talks, Prof. Dr. Köstner was invited by Prof. Dr. Michael Paul from the University of Augsburg to speak on 17 October on the topic of „Market research between big data and in-depth interviews: Opportunities of innovative approaches for customer-centred marketing“. During the talk, she presented many interesting approaches and current studies to the members and emphasised how broad the topic is. Each one of the presented tools has its specific strengths and weaknesses and should not be chosen for the sake of the method, but specifically for each study course. The talk was followed by a lively discussion.

Information: Prof. Dr. Köstner



The speaker, Prof. Dr. Hariet Köstner, with Prof. Dr. Michael Paul from the University of Augsburg.

## FOCUS ON FURNITURE PURCHASE: BUSINESS RESEARCH PROJECT FOR SEGMÜLLER

Ordering a couch online? Unthinkable for many people – but increasingly the reality for many others. Either way, it is indisputable that the Internet serves as a source of inspiration. Examining more closely these apparent contradictions in customer behaviour formed part of the task of a research project under the leadership of Prof. Dr. Hariet Köstner in cooperation with the company Segmüller. While the project focused initially on secondary analysis in order to research academic findings relating to the so-called RoPo (Research Online –

Purchase Offline) effect, a consumer study with a survey and evaluation was conducted in the second part. The project group received very helpful input throughout from the head of internal consulting, Phillip Klaus.

In this project, the participants had the opportunity to experience live and help to shape all phases of a market research process. For example, conducting face-to-face interviews in the furniture store in Friedberg was unanimously considered a highly rewarding experience by all students.

The importance of the project for the client was evidenced by the presentation to many management staff as well as Mr. Segmüller himself. The findings, for example on possibilities for optimising the website, provided valuable input for future decisions.

Information: Prof. Dr. Köstner



The project group with Peter Hoffmann, management assistant, during the tour of the furniture store.

## RESEARCH PROJECT: BEST AGERS

For the second time since 2015, Best Agers – 534 specialist and management staff participated this time – were surveyed to collect statements on their working situation, career perspectives and goals, their state of health and cooperation between generations. The survey was conducted as an online survey in cooperation between the Augsburg University of Applied Sciences and borisgloger consulting under the academic leadership of Prof. Dr. Erika Regnet.

The long working hours are one striking aspect: 85% of the surveyed specialist and management staff regularly do overtime. Only every seventh respondent manages to do their work within 39 working hours per week. The work demands increase significantly with management responsibility and

every further hierarchy level. The workload is particularly heavy in top management.

This has been seen as undesirable for some time, even in management. It is not only generation Y and Z that want shorter working hours. Across all hierarchy levels and age groups, it is clear: The majority of surveyed specialist and management staff, both men and women, want to work fewer hours. In the entire group, every second respondent plans to put in only 40 working hours in the future, while just over a third of respondents want to do moderate overtime up to 44 hours per week. Only 14% want to work more hours. Those who work less than 40 hours per week are most satisfied with their working hours and the majority want to keep it this way. The working hours are longest at the top management level, but the top managers are also the most willing to do overtime. However, even here, the absolute

limit is considered to be 50 working hours per week.

A healthy diet, exercise and a good work/life balance are the most important aspects for specialist and management staff. Company health programmes are viewed in a positive light, but barely used by managers. It is a concern that every ninth respondent feels at risk of burnout, while every fifth respondent finds it difficult or impossible to switch off from work. During life's rush hour, in middle age between 40 and 50, the respondents pay least attention to diet and exercise.

Information: Prof. Dr. Regnet  
Detailed result report under  
<https://doi.org/10.23779/0005>.

## GREIFENBERGER INSTITUTE: WOOD SHAVINGS AND HIGH-TECH LOGISTICS

There shouldn't really be a common denominator between logistics and the academic research into historical musical instruments. After all, while very traditional craft techniques are often still used at the **Greifenberger Institute of Organology**, for analysing and replicating valuable and extremely rare keyboard instruments such as fortepianos up until the year 1800, economics students at the Augsburg University of Applied Sciences research usage possibilities for IT-based documentation systems which are used in industry to manage large volumes of data and logistical processes.

So what is the win-win situation that the CEOs of the Greifenberger Institute of Organology **Helmut Balk** and **Dr. Margret Madelung** have entered into with economics students under the leadership of Prof. Dr. Peter Richard? What does the custom-made data management program, which was transferred to running operation after a test phase by Master of Applied Research students during the final presentation on 21 November 2018, actually entail?

Although the project names might sound very theoretical – the work for the Greifenberger Institute is known as „Historic production and documentation“, HisProDoc for short – the project results provide valuable support in optimising day-to-day business.

Cooperation between the Augsburg University of Applied Sciences and the Greifenber-



Photo: Alexandra Kornacher

The HSA\_ops and the Greifenberger Institute are proof that there is a common denominator between logistics and academic research into historical musical instruments

ger Institute began in October 2017. After carefully checking the necessary requirements, the young academics chose the so-called Enterprise Resource Planning System, Dynamics NAV version, from Microsoft. This is used in industry and combines the display of work processes and material lists.

During summer semester 2018 and winter semester 2018/2019, the task was to select a suitable option for the required work steps in the music workshop from the many planning and documentation tools offering this program. Building on this, the necessary programming work was carried out. As an experienced user of ERP systems, **Frank Schröder**, Head of IT at **RENK AG**, a leading global manufacturer of special drives,

drive elements and test systems, provided support for the project and discussed specific details with the students. As a result, the researchers at the Greifenberger Institute archive images and CAD drawings of the respective work steps and the history behind them in addition to the measured data so that all information collected on the individual analysis processes of the historical instruments can be accessed at any time in the document management system.

Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel

Author: Jessica Hövelborn, HSA\_transfer

## WORLDS OF EXPERIENCE OFF THE FOOTBALL PITCH: MARKETING PROJECT FOR THE FCA

**FC Augsburg** enjoys great popularity and admiration not only among the Augsburg population. At the same time, a Bundesliga club today is a small company that needs to take care of all the various interest groups, from guests to sponsors.

Against this backdrop, Prof. Dr. Manfred Uhl and Prof. Dr. Harriet Köstner initiated an exciting marketing project that took a look behind the scenes. At the start, the project group was invited to the stadium where they were allowed to have a look around the FCA lounge, an area that was certainly unfamiliar to many of them before this time.

Subteams handled focal topics such as „Fan journeys“ or „Social media“, while the topic of digitalisation is of course always present

in football stadiums also and was therefore given adequate consideration. Using a wide range of analysis tools such as secondary analysis and SWOT analysis, strengths and weaknesses were worked out. The benchmark analysis was particularly informative for all participants. What are comparable clubs doing and which ideas could also be implemented at the FCA? From these findings, the project team developed the final recommendations for action, which were presented to **Pierre Lemmermeyer** and **Matthias Hochmuth** of the FCA at the beginning of January. The practical relevance of the project became clear in the subsequent discussion: With regard to several of the points, the FCA has already begun implementation.

Information: Profs. Dr. Köstner and Dr. Uhl



Some members of the student FCA marketing team.

## PROJECT: NEWS FROM HR MARKETING

In the „Operative HR management“ module, Master students had the opportunity in cooperation with the **Augsburger Allgemeine** newspaper to analyse current HR marketing trends, critically discuss and test possibilities for implementation in companies, and develop initial prototypes in a design thinking approach.

This is a continuation of the successful cooperation in 2015, when a Master group led by Prof. Dr. Erika Regnet examined national and international trends in job advertisements and derived recommendations from these trends. As a result of this, the **Augsburger Allgemeine** developed **AzubiMovie** specifically for the search for apprentices: In these short videos, apprentices themselves talk about their workplace and their role. This concept was evaluated and validated in a Bachelor thesis. The current project is supervised by **Max Samer**, head of cross-media sales at the **Augsburger Allgemeine**.

In terms of content, the following topics were dealt with in small groups:

- Trends in HR marketing – national and international (Lena Engel, Laura Steiner, Alina Reinold, Lena Dobelmann)
- Early detection and counteraction of fluctuation tendencies – with a focus on IT

and the health sector (Regina Ertl, Sabrina Simeone, Stephanie Felber)

- Retention programmes – what benefits they provide and how they can be designed successfully (Felix Jakob, Marcel Hofmann, Rosanna Röske, Jule Feller)
- Job advertisements of the future – with national and international analysis (Anika Söll, Sophia Schneider-Archuleta,

- Pia Gimpl, Samira Götz, Fabian Froese)
- Employees recommend employees – Programme as opportunity for mid-sized companies (Gabi Holland, Samantha Schmidt, Kevin Porth, Peter Große).

Information: Prof. Dr. Regnet



The kick-off meeting in Augsburg: The Master group with Max Samer (far left) and Prof. Dr. Erika Regnet (front row, centre).

## EXCURSION: KARDEX REMSTAR

The globally active company **Kardex Remstar**, based in Neuburg a.d. Kammel in the region of Swabia, specialises in highly automated and efficient storage systems. The company employs about 400 people at its site in Neuburg. On the invitation of **Veronika Wieland-Kolumban** from the HR department, students had the opportunity to visit the growing company and to obtain an insight from multiple members of management into this innovation-oriented business with a great deal of potential.

Information: Prof. Dr. habil. Kellner

Veronika Wieland-Kolumban (left) and members of management with the students and Prof. Dr. habil. Klaus Kellner (right).



Photo: Veronika Wieland-Kolumban

**MOLA DEVELOPMENT CIRCLE: KICK-OFF**

The shortage of skilled workers in logistics and the difficulties in obtaining new staff for the warehouse make retaining existing staff in the company especially important. But how can company owners or warehouse superintendents motivate their skilled workers and managers in the warehouse in a targeted manner while improving the performance of their warehouse?

On 22 January 2019, five companies took part in the MoLa development circle kick-off meeting "Motivated and powerful in the warehouse". Participating companies will put their warehouse performance as well as the motivation and health of their employees to the test over the next two years and will introduce and revise suitable motivation measures. The companies will be facilitated and supported in these methods by three research partners: **The Chair of Work and Organisation Psychology at the Friedrich-Alexander University in Erlangen-Nuremberg FAU PiA, the research group for optimised value creation HSA\_ops at the Augsburg University of Applied Sciences, and the Fraunhofer workgroup for supply chain services SCS.** The research partners will incorporate their shared expertise from the previous research project "MoLa – Motivation in the warehouse". In this project, the researchers confirmed the link between the motivation of workers and the warehouse performance. Together with logistics service providers and wholesalers, motivation measures tailored to warehouses were devised. Another finding is that workers at the operative level in the warehouse area generally enjoy their work. Frustration occurs as a result of poor conditions and deficits in staff leadership at the operative level. Management staff therefore have a key role to play.

A second development circle is currently starting. If you are interested, please contact HSA\_ops.

*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel*

**BAYERNHAFEN NÜRNBERG: STAFF SURVEY TO IDENTIFY ADDITIONAL SERVICES**

With a handling performance of more than 16 million tonnes per year, bayernhafen Nürnberg is one of the largest and most important multifunctional freight and logistics centres in southern Germany. In addition to typical handling and logistics services, bayernhafen also offers additional services for the companies based on the harbour. To further increase the attractiveness of the location, studies are currently being conducted into which service offers are particularly interesting for employees and which contribution the port company can make in this regard.

In winter semester 2018/2019, seven students of the Business Administration course in cooperation with the company Logivest Concept GmbH had the task of answering this question. Under the leadership of Prof. Dr. Waibel and Sarah Maria Zerle, Master student and academic assistant in the HSA\_ops research group, the students first analysed currently existing offers at bayernhafen Nürnberg. In the context of a questionnaire supplemented by personal interviews, a total of 162 people were surveyed.

The results were announced to the company representatives of **Logivest Concept GmbH** during the final presentation on 12 December. The students came to the result that the employees in bayernhafen would particularly like to see an expansion of the existing gastronomic and shopping options. However,

better public transport connections and improved road safety would also increase the attractiveness of bayernhafen Nürnberg, from the employees' perspective.

*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel*



The „bayernhafen Nürnberg“ project group

**LOGIPICS: RESEARCH RESULTS ONLINE**

After 18 months of research work, the „Logistical processes in picture language“, LogiPICs for short, was presented to a wider audience. Industry representatives and research partners of the Augsburg University of Applied Sciences met for this purpose on 10 October 2018. The project leaders gave insights into the usage possibilities of a universal picture language for non-native speaking employees in the warehouse, the integration of the workforce in logistical warehouse processes through the LogiPICs picture language as well as initial empirical values from practice in use with visual tools in the area of logistics.

The research results and parts of the picture language are now freely available on the project website under **www.logipics.com**. Using these materials, companies can con-

duct initial practical experiments in their warehouses. For the future, the group of logistics and design experts have the aim of further developing and expanding the system. One objective is to make the LogiPICs picture language digitally accessible using an online configurator. However, for the further development of this dynamic system, cooperation with users remains essential. „We are pleased to accept feedback, suggestions for improvement and additional picture requests from practical experience“, explains Alexandra Kornacher, a member of the Augsburg research team.

*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel*

**REGIONAL DIGITAL**

In the winter semester, the students of the advanced course Change Management dealt with the question of the extent to which companies from the region have a need for consultation with respect to digital transformation. In addition, they designed a concept for the engineering service provider VISPIRON from Munich, which is offering change consultation to its customers to an increasing extent and which itself wishes to introduce cross-functional teams internally in order to respond to customers and their concerns in a more agile way.

Two German-wide findings provided the impetus for a regional survey on digital transformation: Firstly, general studies (Statista 2018) indicate that large companies find it easier to manage the digital transformation. More than half of SMEs see themselves as playing catch-up. Secondly, the consultation market is booming. In 2018 alone, sales performance increased by 8.5% to 31.5 billion euro. Organisation and process consultation on the implementation of digitalisation is most frequently needed. This is followed by strategy consulting and IT consulting (BDU, German consulting association, 2018).

Based on these two items of information and the engineering service provider's wishes, the students collected data on the potential

that exists in the region. 76 companies were surveyed. Industrial companies, banks, service providers and consulting firms were among the most heavily represented. The key questions can be broken down as follows:

- **What is the aim?** The objective aimed at by over 50% of companies through digital transformation is increased competitiveness, which results primarily from more efficient processes, improved communication and the resulting cost savings. Large companies, in particular, expect advantages, although they are also making significantly greater efforts than SMEs to develop new products.

- **What are the obstacles?** The greatest impediments to transformation in digital matters lie in the company environment as well as in the lack of infrastructure, the unclear economic benefits of digitalisation projects, the perceived high risks of implementation and the simultaneous lack of necessary skills. Nevertheless, three quarters of companies indicate that digitalisation will absolutely be a strategic topic for them in the next two to five years.

- **What will be digitalised?** While automated customer communication, optimised websites for mobile end devices and cloud applications for better computing or storage performance are implemented well, topics necessitating new business models such as digital services, customer apps, online shops or analysis systems based on big data are still

in the early stages.

- **Who is to receive consultation on what?** While over a third of the large companies surveyed had still not availed of any consulting services with respect to digitalisation, the figure for SMEs is over 55%. There is an enormous potential for support here. Smaller companies, in particular, wish for the most support concerning the digitalisation of existing processes and the identification of digitalisation trends relevant to them.

However, work processes and methods that need to adapt to data analysis and use as well as special IT systems are in demand by both large and small companies.

- **Which services would really help the surveyed companies in their everyday work?** Every third to fourth company is not opposed to support in change management, process management and idea management. Every third SME and every fifth large company wants project management and training or workshops.

In general, it can be stated that the focus of large companies with regard to digitalisation is on strengthening competitiveness and developing new offers, while small companies tend to endeavour to improve internal processes and to initially obtain information on how new business models could be developed in the first place.

*Information: Prof. Dr. Hatfield*



The „Regional digital“ team led by Prof. Dr. Sarah Hatfield (second from the left) and representatives of VISPIRON

## 17TH AUGSBURG HR DAY: INNOVATIVE PERSONNEL MARKETING AND SECURING SKILLED WORKERS

The topics of this year's HR day are relevant to many companies. In our region, the unemployment rate is not only lower than the German unemployment rate, but is also lower than the Bavarian average. Many surveys have revealed that a large number of skilled workers are considering a change of employer. On average, professionals only have to send eleven applications to find a new job and well-qualified applicants for vocational training often have to send even fewer. Employers must, therefore, raise awareness among potential candidates and try to retain good employees, which means focussing on their qualifications and satisfaction.

Instructed and supported by the **Augsburger Allgemeine** newspaper and in cooperation with **Max Samer**, Head of Crossmedia-verkauf, students in the Human Resource Management Master programme focussed on these issues during winter semester 2018/19.

The topics dealt with and key findings of the project are outlined below:

- What's new in personnel marketing? The wide range of possibilities social media offers is remarkable. Companies cannot follow every new trend but should regularly check if the relevant target group is still being reached by the media chosen.

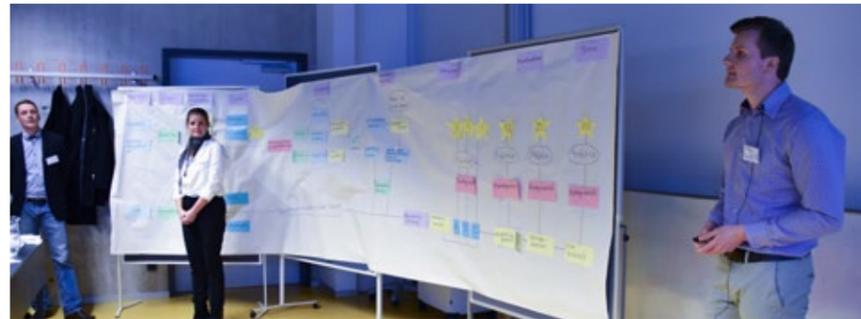
### MCDONALD'S: RECRUITING

On 22 November, Personnel Management Master students welcomed **Julia Peyerl**, Department Head Talent Acquisition at **McDonald's Deutschland LLC** in Munich to their course.

With a team of four, she recruits new employees for the German headquarters in Munich, which has 400 employees, as well as for around 120 restaurants that are run by the company itself.

For this purpose, personnel marketing events are held on a regular basis (school visits, trainee and university fairs), personnel marketing campaigns have to be developed and selection interviews to be held. The overall goal is to recruit new colleagues for McDonald's and to get contracts signed. They are looking for a wide variety of candidates: highly qualified skilled employees and management staff for the headquarters, restaurant managers and employees, trainees

- Recognise and counteract potential fluctuation at an early stage: This team conducted a survey of professionals in the fields of IT and health. Detailed analyses indicated that in addition to sector-specific motivational factors, salary, appreciation, further development and work-life balance are some of the main factors that are weighted differently in different stages of life.
- Successfully structure employee retention programmes: The students called for a cafeteria system that is connected to performance management.
- Job advertisements of the future: Many applicants are unhappy with current job advertisements and would like more information about the team, the working environment, the tasks and the salary as well as specific information about the qualification required. However, there may be some conflicts of interest. For example: What are



Peter Große, Gabi Holland and Kevin Porth (from left) while presenting the "Employees-Recommend-Employees" process.

and temporary staff, many of whom come from abroad. The figures speak for themselves: There are around 1,500 trainees alone and 60,000 employees in Germany. In addition, franchise holders run around 90 percent of the McDonald's restaurants as independent businesses and each of these franchise owners is responsible for an average of five restaurants. Although the recruitment for these restaurants is done on a regional basis with individual responsibility, the team in Munich offers support with their expertise, campaigns and advertising material.

Digital self-service kiosks do not aim to make humans superfluous. "We would like to employ even more staff", explained Julia Peyerl. The guest speaker gave a vivid account of the operational challenges that HR managers face: The demand for vocational training positions has been steadily falling for years now. This is due to demographic change and the increasing tendency to pursue third-level education. There is a

the legal requirements? Does the company want to make the team visible to externals? The possibilities for addressing women in a more direct manner without frightening away male applicants were also discussed.

- Using a design thinking approach, the fifth team developed an "Employees-Recommend-Employees" process that can be implemented using an app. This process is so flexible that the employer can receive recommendations from current as well as former employees, job ads can be distributed to a wide audience and individuals can be directly addressed.

Max Samer emphasised that HR needs a greater understanding of marketing to attract and retain sought-after target groups. Prof. Dr. Erika Regnet summed up by saying "The bait has to attract the fish, not the fishermen", which she then backed up using several examples.

Information: Profs. Dr. Regnet and Dr. Hatfield

high level of fluctuation in the restaurants. In many metropolitan areas, a significant number of employers are competing for temporary staff and low-skilled workers. To compete effectively, wage costs may not be increased as desired. For this reason, recruiters experiment with innovative topics, for example the one-minute application for restaurants, chatbots for faster applicant communication and 3D films for recruitment fairs.

Information: Prof. Dr. Regnet



Julia Peyerl

## ROADS TO SUCCESS: CHRISTA WEIGL-SCHNEIDER

In November, lawyer and feminist **Christa Weigl-Schneider** visited Augsburg University of Applied Sciences as part of the „Roads to Success“ lecture series. In this series, sought-after personalities present their individual journey to success.

During her presentation, the speaker first of all gave some background information on women's suffrage, which came into effect 100 years ago in November 1918. Two months later, women were allowed to vote and stand for election for the first time ever. Since the French revolution in 1789, women had been demanding political participation, albeit in vain. The fight for women's suffrage is one of the three greatest social movements of the end of the 19th century, which led to the first democratic associations formed by women and the publishing of the first women's magazines. Shortly after this, the social democrats were the only party to also demand a change to voting rights. In the past, the rights and obligations of citizens were always seen as male-only. From

1933 to 1945, passive suffrage was temporarily denied by the National Socialists. Although both genders have equal rights according to the constitution of the Federal Republic of Germany, there are still a number of problems in modern day society such as the gender pay gap, old-age poverty among women, and malfunctioning quotas in boards of directors and supervisory boards. Even in politics we see that the conservative and male-dominated parties only have a small number of female candidates on their list of candidates. Christa Weigl-Schneider is a speaker for action group



Christa Weigl-Schneider

## GETTING OFF TO A GOOD START: POST MERGER INTEGRATION WORKGROUP

On 16 January, 2019, the Bundesverband M&A (BM&A) federal association held its inaugural meeting for the merging of the activities of the Association for PostMerger Integration (GfPMI) and the PMI initiatives of the BM&A. This will be a further strategic component of the BM&A this year and in 2020. The first meeting took place at Augsburg University of Applied Sciences. As part of the kick-off event, GfPMI was officially incorporated into the BM&A by handing over the baton from the former CEO of the GfPMI **Dr. Ralf Held**, who successfully turned the GfPMI and the participating companies into a sought-after think tank on the topic of integration, to Prof. Dr. Thorsten Feix, who will lead the new PMI workgroup as Co-CEO of the BM&A.

The host and new Co-CEO welcomed a large number of renowned companies from the GfPMI and the BM&A, representatives of the BM&A such as chairman **Prof. Dr. Kai Luck**s, and representatives of various universities of applied sciences and universities. The large number of participants and participating companies are a testimony to the impact this new workgroup may have in the future.

The Dean of the Faculty of Business, Prof. Dr. Michael Feucht, and Vice President of Augsburg University of Applied Sciences, Prof. Dr. Manfred Uhl, held a welcoming speech which was followed by discussions on current trends and challenges in PMI during agile workshops based on the principles of design thinking. Goals and topics for the new PMI workgroup were also defined, and participants decided on the individual workgroups to be formed. The standardisation of best practices for the integration and M&A process, the consideration of integration issues in all phases of the M&A process, the transformation of the integration and M&A process due to digitalisation and digital tools, cultural integration, cooperation

„Parité in den Parlamenten“ (Parity in the Parliaments), which was founded in 2014, and which recognises an infringement of the right to democracy and equal rights. This group claims that women are still at a political disadvantage despite their right to vote. In 2016, with a large number of female campaigners, the group submitted an actio popularis to the Bavarian Constitutional Court asking for a constitutional review of electoral law. In addition, they call for parity rules to be enforced when filling electoral lists. This is already common practice in some European countries. This guest speaker no longer works as a lawyer in her own law firm and now concentrates on her voluntary work on a full-time basis. In her presentation, she conveyed the message to the students that it is important to have the courage to follow your own path and to be an advocate for forward-looking ideas.

Information: Christine Greve, coordinator of the women's office

with universities of applied sciences and universities, documentation and knowledge transfer, and future events of the PMI workgroup are just a selection of the topics that were dealt with. At the end of the event, the findings of the day were discussed with the EY partners for integration **David Müller-Elmau** and **Bastian Bender**.

The next steps are to integrate this work into the workgroups and to plan the 2019 PMI congress during which the workgroup's knowledge should be passed on to interested companies and the general public.

Information: Prof. Dr. Feix



Participants of the Post Merger Integration workgroup

**GRIDX: CONTINUING ON THE ROAD TO SUCCESS**

The young energy company **gridX** is still revolutionising the energy market. **Dominik Ganswohl**, graduate of the Bachelor in International Management, is a member of the team that has received investments worth millions of euro. Investors such as Innogy Ventures and Coparion are investing a medium-sized seven-digit amount into the start-up energy company. This fresh capital is to be primarily invested into the development of nuclear technology.

They have made some adjustments to their business model and have been serving customers such as E.On, Viessmann, Innogy and RheinEnergie for a number of months now. The team is growing rapidly in all fields and in addition to interesting internships and positions for working students, there are also opportunities for recent graduates. Students from Augsburg University of Applied Sciences might find just what they are looking for here.

*Information: Dominik Ganswohl [www.gridX.ai](http://www.gridX.ai)*

**START-UP: BEENEO**

**Joscha Steybe** has the ambitious goal to „revolutionise the honey market“. Together with three friends, the Marketing/Sales/Media marketing student founded the company **Beeneo**. They source their honey solely from German hobby beekeepers, flavour it with organic ingredients such as guarana, cinnamon or ginger, and send it to the customer in biodegradable bags. At the end of last year, this young entrepreneur and his comrades raised €10,000 as part of a crowd-funding project, which was enough start-up capital for 600 bags. In future, the honey will be for sale online at [www.beeneo.de](http://www.beeneo.de) and also at selected REWE supermarkets.

The curriculum of their Master programme, which is offered in cooperation with the TH Ingolstadt, provided useful background knowledge for Joscha Steybe and his colleagues when dealing with any issues that arose while starting up their business.

Which legal aspects have to be considered when choosing a brand name and how do I effectively protect my brand? What do I

have to be aware of when running an online shop? How do I develop my communication strategy? These were just some of the questions Prof. Dr. Felicitas Maunz answered in his lecture entitled „Branding, Advertising and Media Law“. Prof. Dr. Manfred Uhl dealt with the basics and how to put them into practice in his „Corporate Communication“ lecture. It is a win-win situation for everyone: A large number of topics were presented using practical examples from Beeneo and then discussed with the other students.

*Information: Prof. Dr. Maunz*



**MOUTAINS R4 SKIING AND BOARDING**



In March 2019, professors, students and friends of the Faculty of Business set off into the new semester on their skis. Once again, Prof. Dr. Wolfram Schönfelder invited the participants to the Schladming skiing region in his native Austria.

**SUPPLEMENTARY COURSE: HR IT BASICS AND HR ANALYTICS**

The digitalisation of the working world continues to have a significant impact on HR work. Where can technology be used to provide even more support? Which processes can be or must be streamlined? What can be easily automated and how? What are the requirements of those responsible and the users? What do decision-makers have to know and consider?

**Joachim Volpert**, managing partner of **novamusHR01** in Unterschleißheim, will provide competent and dynamic teaching support in this field at our faculty. First of all, the students will learn the basics in the foundation course. They will primarily work with SAP HCM and SuccessFactors. The course content mainly consists of setting up a personnel information system, the basics of cloud applications and the representation of personnel processes in human resources systems.

In the HR analytics advanced course, the students learn how to carry out meaning-



ful analyses and to correctly interpret the results. Personnel cost planning is the main focus of this course.

Due to his extensive professional experience, Joachim Volpert was able to give many important practical insights and perfectly illustrate implementations, obstacles and success factors. Furthermore, the students also have the opportunity to both test and reinforce their knowledge in the computer room using an example company. Both courses are on offer as supplementary courses for Bachelor and Master students. Augsburg University of Applied Sciences, therefore, gives students specialising in HR the possibility to prepare themselves for future careers.

*Information: Prof. Dr. Regnet*

**HUMAN RESOURCES MASTER: SOUGHT AFTER**

This course started for the 9th time in 2018: Following an intense application process, 20 up-and-coming personnel experts started this three-semester Master programme at the start of October. Around one third of these students will voluntarily study for a longer period of time to spend an optional semester abroad either studying or doing an internship in winter semester 2019 before doing their Master thesis. Students currently have the option to study abroad in Australia or New Zealand, for example. Semesters abroad in Riga, Finland and Ireland are already planned for 2019. This year we received applications from 150 Bachelor graduates, mainly from Germany. At 25%, the proportion of male applicants was much higher than in previous years.

*Information: Prof. Dr. Regnet*

**PMG GRADUATION CEREMONY**



And this is what graduates look like: On 21 December, Annika Sophie Mändle, Verena Dollinger, Annika Gebauer, Daniela Faber, Nico Dieter, Pia Beckstein, Anna Kustermann and Nicola Naumann were presented with their degree certificates by the President of the University of Applied Sciences, Prof. Dr. Rohrmair (right) and the Dean of the Faculty of Business, Prof. Dr. Feucht (left) at a celebration in the Kongress am Park in Augsburg.

## FIRST TIME: STUDENT ORIENTATION PHASE

For a number of years now, new students have been finding the transition from school to university more challenging. To make it easier for new students to get used to university and to make it clear from an early stage that at university, it's not all about learning predefined course material by heart, but more about the acquisition of competences for a future career, Ulrike Tielemann and Prof. Dr. Sabine Joeris developed a curriculum for a four-day orientation week for International Management and Business Administration Bachelor students. It was run for the first time in winter semester 2018/19. The feedback from the students was very positive.

When developing the curriculum, great importance was attached to interactivity and self-reflection. Over the four days, the focus was on competences. They started off by asking the new students to look for job advertisements on online job portals that correspond to their dream job after their studies. They then had to decide which social, personal, methodological and specialist competences are required for this position. The next step required that the students reflect on the skills they already have and the skills they have yet to acquire. They took note of the competences they still lack. While reflecting upon what they learned, the students thought about various stages of their learning biography. Accompanied by a moderator, for each stage they reflected on how this phase of their lives influenced their

learning methods. Each student took note of their individual learning strategies and checked if these strategies can be used to acquire new competences.

In addition to the acquisition of competences and learning reflections, general topics such as examination systems were also included in the curriculum. The neurobiological fundamentals of learning, rules of the game at university and specific topics such as periods of time spent abroad were also discussed. By the end of the event, the students had

completed an in-depth self-analysis of their current competences and competences yet to be developed.

The highlight of the orientation phase was the barbeque during which students had ample opportunity to get to know each other and network. The event was financed by donations from the **Förderverein, Techniker Krankenkasse** and **Bäckerei Ihle**.

*Information: Prof. Dr. Joeris*



First-semester students in action with their trainer and moderator Ralf Besser.

## PRACTICE: UP CLOSE

**Dr. Thomas Bleis** from **MVR-training** – the company for personality and team training in the fields of management, sales, customer support and rhetoric held key lectures in the personnel management Master programme last winter semester again. In addition to the basic theoretical principles, he provided the students with an overview of current research findings. He focused on topics such as supporting HR professionals and executive staff in management tasks, and the challenges this represents in practice. These diverse insights and pitfalls were particularly useful as were the practical exercises in conversation techniques, for example.

*Information: Prof. Dr. Regnet*



Dr. Thomas Bleis.



### Current seminars:

• 5 June Workshop: „Attracting University Graduates and Professionals“ (Prof. Dr. Erika Regnet) Course information (in German) and registration under <http://tcw-donau-ries.de/weiterbildung/seminar-schulungen/>.

### Certificate courses

Parttime, compact certificate courses have a modular structure and can be booked flexibly. They extend over a year. It is possible to obtain a university certificate in addition.

### Controlling

The next certificate course in Controlling is scheduled to start in October 2019. It comprises a total of 14 seminar days from October 2019 to November 2020. It is also possible to only attend a selection of courses to refresh your knowledge in certain subject areas. Target group: Specialist and management staff from all company departments who want to improve or refresh their knowhow in the area of controlling and company control due to increased responsibility within the company.

### New: Business Administration in the Field of Healthcare and Social Work

In times of scarce resources with increasing specialist and administrative requirements, it has become paramount for employees in the fields of healthcare and social services to think and act economically. In this course, the participants learn how to think as entrepreneurs and acquire profound business administration knowledge of the methods involved in cost and price calculation, economic efficiency calculations, and gain know-how for designing efficient work processes and employee management. This enables them to make decisions on a specialist and economic basis, and to systematically implement these decisions.

### Key content:

- Personnel management, law, marketing
- Accounting, cost management, controlling
- Management methods – in particular, project, quality and process management
- Individual specialist coaching

### Courses:

11 May „Personnel Selection“ (Prof. Dr. Erika Regnet)  
29 June „Marketing/PR Work“ (Prof. Dr. Gerhard Riegl)  
The other modules run until July 2020.

Target group: Specialist and management staff in the field of healthcare and social services who want to take on new business management tasks and responsibilities in addition to their specialist tasks, or who would like to qualify for senior positions and require know-how and management competences to do so.

The courses will take place at Augsburg University of Applied Sciences.

Information and registration under [weiterbildung.wirtschaft@hs-augsburg.de](mailto:weiterbildung.wirtschaft@hs-augsburg.de)

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You can find further information about continuing education at the Faculty under: [www.hs-augsburg.de/Wirtschaft/Inhouse-Firmenseminare.html](http://www.hs-augsburg.de/Wirtschaft/Inhouse-Firmenseminare.html).



**TRAVEL DIARY: LAURA SCHWARZ IN MONTPELLIER**

When I arrived in Montpellier at the start of September, I knew straight away that I would feel on top of the world here. The city, the beach, the weather and the ESN (Erasmus Student Network) all made it easy for me to settle in quickly. There were countless introductory events that ensured students got off to a good start.



But not everything ran smoothly for me at first at the IAE (Institut d'Administration d'Entreprise). The International Office and the professors are extraordinarily helpful and understanding, but all of my courses were postponed. This meant that I had some time on my hands to get to know the region surrounding Montpellier. You should defini-

tely put the south of France on your list as there are so many places to discover here! There is something very special about spending the days leading up to Christmas under palm trees in 17 degrees heat. There was also a special flair to the Christmas markets where I strolled around in the evenings without any coat, tasting some of the many French treats. Although I must admit, I still longed for a Bratwurst sausage in a bread roll at the Augsburg Christmas market. December was exam time in Montpellier. Unlike in Augsburg, the semester already ends on 21 December. Depending on the number of ECTS points, all of my courses took place either five times or 10 times. The subsequent appointment was then a two-hour exam. On the one hand, I find this system a lot more relaxed than a period of exams one after the other. You have enough time to prepare for each exam and can concentrate on one subject at a time. On the other hand, this means that work has to be done on a continuous basis as in addition to exams, you have to prepare projects, essays and group presentations for most subjects. Nonetheless, spending winter in sunny Montpellier is a very different experience to the cold and wet winter in Germany. It is fascinating how many people with different backgrounds you can get to know and grow fond of in just four months.



**ST. NICHOLAS' DAY: LET'S PARTY**

St. Nicholas' eve is soon approaching ... in line with this motto, over 70 exchange students and students of the Faculty, stuffed to the brim with Christmas cookies and mulled wine, gave lively accounts of their experience abroad.

During this event, the winners of the "A Guest in Augsburg" photography competition were also announced. There were three main prizes and an extra prize for the "Students' Favourite Photo".

Information: Diana Wong



The incoming and outgoing students of the Faculty were delighted to see St. Nicholas stop by, alias Prof. Dr. Michael Feucht.

**DOUBLE DEGREE DOWN UNDER**

The first two double degree students have started their semester abroad at the University of the Sunshine Coast on the east coast of Australia. The Faculty sent Prof. Dr. habil. Klaus Kellner over to get a first-hand impression of this university. With around 10,000 students, USC is a modern and cosmopolitan university with a large number of international partner universities. The students and professors come from all over the world. The study conditions are second

to none and there is a very high teaching standard. Although our cooperation with this university is still in its early days, we have identified great potential for growth.

Information: Prof. Dr. habil. Klaus Kellner



Photo: Klaus Kellner

Prof. Robert Elliot, Pro Vice Chancellor (International & Quality) from the USC with Prof. Dr. habil. Klaus Kellner (right).

**PROF. KELLNER IN RIGA**



Photo: Klaus Kellner

Geis Kamran and Prof. Dr. habil. Klaus Kellner in Riga.

Prof. Dr. habil. Klaus Kellner travelled to Riga in the winter semester. The purpose of his visit to the University of Latvia was to investigate opportunities for cooperation for Master graduates with the aim of developing sought-after personalities, in line with the ongoing objective of Augsburg University of Applied Sciences. Geis Kamran, who has been working as an adjunct lecturer at the Faculty of Business for many years now, is currently completing his doctoral studies there. His thesis is being jointly supervised by Lithuanian professors and Professor Kellner, who is also "Supervisor and Lecturer for the Doctoral Program in Management Science" at this partner university.

Information: Prof. Dr. habil. Klaus Kellner

**NEWS IN BRIEF**

**Visits from Partner Universities**  
 Prof. Patrick C. K. Hung, Director of International Programs at the Faculty of Business and Information Technology at the University of Ontario Institute of Technology, visited our Faculty at the start of the winter semester and held a fascinating lecture on the subject of "Perceived Innovativeness and Privacy Risk of Smart Toys in Brazil and Argentina".

Our faculty welcomed Dr. Dorothea Bowyer, teacher at the School of Business at the Western Sydney University, and Rohan McCarthyGill, Manager of International Mobility, in November. We spoke to Dr. Bowyer about enhancements to the current cooperation with this university, for example, about the possibility of joint supervision of doctoral students.

**PROF. HORBACH IN UDINE**

On 8 February 2019, Prof. Dr. Jens Horbach presented his research findings on the topic of "Employment and Performance Effects of Circular Economy Innovations" at the annual conference of the Italian Association of Environmental and Resource Economists in Udine. An econometric evaluation of new company data reveals that resource-saving measures or the improvement of product recycling does not only have a positive ecological impact, but also contributes to the increase of employment and revenue in the relevant companies.

Information: Prof. Dr. Horbach

## FINANCES AND INNOVATION MANAGEMENT EXPERT GROUP

### Which professors make up the expert group and what professional experience do they have? Are there key competences and specific expertise in the expert group?

Prof. Dr. Georg Erdmann had a management role in the controlling and IT departments of a listed company and was a professor for general business administration and accounting at the Georg Simon Ohm Nuremberg Institute of Technology. Since 2014, he has been a professor for financial management and general business administration at the Augsburg University of Applied Sciences' Faculty of Business. He also supports startups in founding and financing their companies.

Professor Erdmann is author of the „Betriebswirtschaftslehre“ (Business Administration) textbook and co-author of the „Kostenrechnung“ (Cost Accounting) textbook, both published by Pearson Verlag.

Prof. Dr. Anton Frantzke has been a professor at the Augsburg University of Applied Sciences since 1995. Before this, he worked at Daimler-Benz Holding for fourteen years, for the National Economy, Corporate Planning and International Finance Strategies departments among others, and represented the company in many expert groups. The focuses of his work are micro-economic and macro-economic topics, financial economics, competition policy and pension schemes.

Prof. Dr. Marcus Labbé is responsible in particular for the entrepreneurship, innovation & technology management area of specialisation. He is a venture entrepreneur and has founded a number of companies. As the head of strategy and innovation in a global company, associate partner in an auditing company and restructuring manager in a

family company, he brings expertise in corporate entrepreneurship with him. His industry expertise extends to machine and plant building, automobile manufacturing, the electronics and consumer goods industry, as well as the municipal enterprise sector. Moreover, he is honorary president of the German Management and Supervisory Institute (DVAI) and a respected expert when it comes to corporate governance topics such as consulting and appointment of directors and boards of management.

Prof. Dr. Thorsten Feix has been teaching in the departments of Mergers & Acquisitions, Corporate Finance and Corporate Strategy, International Treasury Management and Investment Banking since mid-2012. Furthermore, he is course director for the internationally oriented, English-language „International Business and Finance“ Master programme. Before this, he was active for more than 15 years in leading positions for the Strategy and M&A departments at

various leading German companies, including Daimler AG, BSH Hausgeräte GmbH and Knorr-Bremse AG. During this time, he realised more than 70 transactions with his teams. He has been active in the Bundesverband M&A federal association since 2007 as co-director. His main research topics are in the areas M&A, Business Model Innovation and Fin'Techs. His new book „An end-to-end, digital M&A Process Design – The Challenges and Upsides of Digitalization and Business Model Innovation“ will be published in the spring of 2019.

Prof. Dr. Michael Feucht was appointed for finance and accounting at the Augsburg University of Applied Sciences in winter semester 1999. He has been the dean of the Faculty of Business since 2006. After studying business mathematics at the University of Ulm and the University of Wisconsin in Milwaukee, USA and then completing his PhD in mathematics, he had audited and consulted with insurance companies and banks in the Ernst&Young Group for five years before being employed by the University. He is an actuary (DAV), a member of the advisory board for the special asset „Bavarian pension fund“ for the Bavarian State Ministry of Finance, and currently acts as a member of the supervisory board for two companies. Professor Feucht teaches topics from the fields of corporate finance, financial risk management, capital market theory and financial supervision and regulation. He has a particular interest in quantitative methods in financial management and in empirical capital market analysis. Together with a research assistant, he is currently working on a research project on blockchain/distributed ledger technology supported by the Deutsche Bundesbank bank. In the last number of years, he regularly took part successfully with student teams in an international trading competition of the Italian online broker Directa.

### To what extent does the expert group have an international orientation?

Most classes on finance topics are offered in English by the professors of the „Finance and Innovation Management“ expert group. For this reason, a large number of foreign guest students can often be found in the lectures, projects and seminars.

Professor Feucht regularly works as guest professor at various partner universities, most recently on the one-week compact course „Quantitative Finance in Excel and R“ at the Shenzhen Technology University in the People's Republic of China. He is also planning to enter into a cooperative research agreement with colleagues at the Western Sydney University (WSU) in Australia in the near future. Discussions relating to the idea of a „Dual PhD“ with WSU are also underway at this time.

Professor Feix also teaches M&A in the MBA programme at Harvard University, Innovation Strategies at the university in Geneva, Finance at the university in Bucharest and M&A and Business Strategies at the Munich University of Applied Sciences. Furthermore, he is a guest speaker at various European third-level institutions, e.g. in London, Rotterdam, Madrid and Vienna.

### Which abilities and skills are conveyed to the students? What practical projects are offered?

The expert group offers students of the economic Bachelor programmes – regardless of their specialisation in the final stage of their studies – a solid framework in financial basics. This puts them in a position, as future company managers, to be able to estimate the repercussions of their actions on the company's liquidity and success as well as the associated risk.

In the advanced phase, there is one advanced module on financial management and one on topics relating to the financial services sector in each case for the Business Administration and International Management Bachelor programmes. In the „Research Methods – Finance“ seminar, the students learn the first steps of empirical capital market analysis and apply them to historical case studies. Students specialising in finance frequently end up in corporate treasury departments of industrial companies or in transaction advisory or risk advisory in consulting companies.

Specific topics are handled in depth in the International Business and Finance Master programme. Semester projects – case studies and empirical analyses – are worked on in almost every module. Through this study course, students receive excellent access to international consulting companies, the big 4, investment banks and international corporations.

Professor Labbé places particular importance on conveying entrepreneurship as a mindset and mentality. He offers diverse business games, such as the Startup Challenge Bayern as elective subject, General Management in the International Management and Engineering study programme, and Global Management in the BW and IM Bachelor programmes.



Photo: Matthias Leo

From left to right: Prof. Dr. Thorsten Feix, Prof. Dr. Georg Erdmann, Prof. Dr. Anton Frantzke and Prof. Dr. Michael Feucht (not pictured: Prof. Dr. Marcus Labbé).

**WITH MARIA RUSSO,  
SENIOR SAP CONSULTANT  
AT MHP MANAGEMENT-  
UND IT-BERATUNG IN MUNICH  
AND ALUMNA OF THE FACULTY  
OF BUSINESS**



**Ms. Russo, you work as a senior SAP consultant at MHP Management- und IT-Beratung in Munich. Could you please describe this field of work? What are the daily challenges you face?**

In addition to project management tasks, my work also involves carrying out analyses, design, and implementing and optimising processes. In the field of SAP consulting, my tasks range from process and application consulting to customising. I am also responsible for the coordination of logistics processes and lean management. Mentoring and coaching are two other important aspects of my work as a consultant. Delivering customer-specific requirements within the given time and budget, in particular in the SAP environment, are some of the day-to-day challenges I meet. Customer satisfaction is always of utmost importance. Coordination and collaboration within the team are further challenges that have to be mastered.

**After receiving your Bachelor degree in “International Management“, you decided to do the “Master of Applied Research” in the field of logistics at the Faculty of Business. Why was this Master programme of particular interest to you?**

I was drawn to this programme because of the close link between theory and practice. We had the opportunity to lead our own student or company projects and weren't just sitting in lectures being presented with theory. The close collaboration between students, external partners and supervising professors from the Research Group for Optimized Value Creation, HSA\_ops, was another deciding factor.

**Would you encourage students to do a Master degree after their Bachelor studies? What are the advantages?**

This depends on the student's career goals or personal expectations. Not every profession requires a Master qualification. And you have to remember that it also involves writing a Master thesis. As soon as I had decided to go into the field of consulting, it was important to me to pursue my studies further.

**Did you always want to work in the field of management consulting?**

I can't say that it has always been my dream to go into management consulting. During my Bachelor studies and my work in the student consultancy group *academica e. V.*, I gradually discovered my passion for consultancy and decided that it could be a suitable career goal for me.

**You were an active member of the student consultancy group *academica e. V.*. Can you briefly describe the tasks you took on in this group? In your opinion, how important is it for students to do voluntary student work?**

When I started out at *academica e. V.*, I was just an ordinary member. My tasks included the acquisition of customers, carrying out projects, visiting fairs and organising workshop weekends for the “JCNetwork” umbrella organisation. Companies and students from all over Germany took part in these workshops. At a later stage I became active in the external management board. During this period, I was responsible for the corporate identity of the student consultancy group as well as the development of a new strategy in relation to the group's vision and mission. My tasks also included the acquisition of projects, customers and new members as well as offering support to the various stakeholder groups. The incorporation

and extension of the advisory board of Augsburg University of Applied Sciences was another exciting task I was involved in. After graduating, I continued to offer consultancy services to *academica e. V.* as part of the advisory committee.

In my opinion, it is very important for students to do voluntary student work as you can gain a lot of experience, which would not be possible by studying alone. You have the opportunity to put theory learned into practice, establish new contacts, learn about your own strengths and weaknesses, discover new interests and sometimes you can even surpass yourself. I would recommend that all students get involved in voluntary work.

**When you look back at your time at the University, what are your fondest memories?**

I have very fond memories of Schillstrasse, my fellow students and socialising together. Many friendships were formed during my time here. Looking back, exam preparation was even fun. I really enjoyed working as a student assistant at the secretariat and was very appreciative of the direct contact I had to other university staff members.

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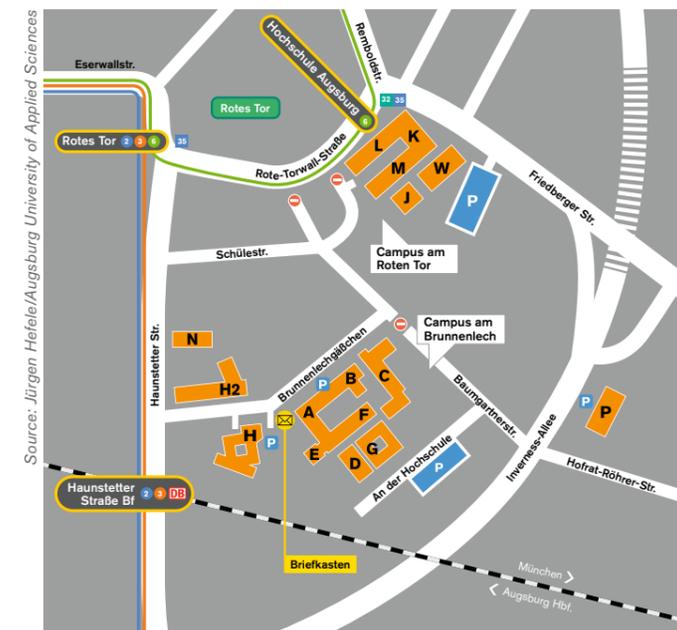
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