



**Hochschule
Augsburg** University of
Applied Sciences

gP

Summer 2018

BUSINESS

Sought-after personalities –
Augsburg University of Applied Sciences

CONTINUING EDUCATION

**New certificate course in the health
and social sector**

FACTS**Students**

at the Augsburg University of Applied Sciences: 5672

at the Faculty of Business
(incl. IWI and MVM): 1431

of which:

BA Business Administration (BW)	479
BA International Management (IM)	387
BEng International Management and Engineering (IWI)	269
MA International Business and Finance (IBF)	52
MA Human Resource Management (PMG)	60
MA Marketing/Sales/Media (MVM)	142
MA Tax and Accounting (MSR)	40
Certificate Process Developer in Logistics	2

Advanced modules**BA Business Administration in summer semester 2018**

- Financial Management
- Logistics
- Marketing Management International
- Human Resource Management
- Taxation

Advanced modules**BA International Management in summer semester 2018**

- European Business Studies
- International Accounting
- International Marketing and Sales Management
- Real Estate Management

International exchange programmes

Students from foreign partner universities:
(incoming) 60

Students at foreign partner universities:
(outgoing) 98

Status: 1 April 2018

TITLE PICTURE

Johanna Hofmann,
Junior Manager for
Marketing & Content
at Hubject GmbH
in Berlin and alumna
of the Faculty of
Business



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

Our economic and social reality is changing rapidly as a result of digitalisation. Extremely powerful algorithms rule our lives. We unlock our smartphones with our fingerprint or facial recognition, book trips and buy bicycles online, and let Alexa control our apartment. For more than two decades, events on the stock exchange have no longer been determined by real players, but by the question of who has the smartest and fastest algorithm. The supermarket of the future will have different prices for individual customers, and it will do this by analysing customers' emotions when they look at products. Although the phrase "artificial intelligence" is on everyone's lips, none of this has much to do with intelligence. Neither Siri nor Alexa have the slightest chance of passing the classic Turing test

Nevertheless, our IT systems have become so powerful that they can analyse the large volumes of data that our tracks leave in the net within a short time.

Like all societal changes, digitalisation is associated with opportunities and risks. New business models and new career fields are being created. However, careers will also disappear and industries will need to be completely redefined. For all of us, but especially for young people, this means that we will need to put ourselves in a position to be able to react flexibly to the rapid changes. We need to equip our students with the right tools to survive in this new world. Solid basic knowledge of mathematics and statistics, the capability of algorithmic thinking, and at least a structural understanding of object-oriented programming languages are essential requirements, also for students of the "Business Administration" and "International Management" Bachelor programmes, in order to be able to keep up with future developments after graduating. We have taken this requirement into account by systematically using IT support in our teaching in the basic subjects "Economics and Financial Mathematics" and "Statistics" since the reform of our Bachelor programmes two years ago. In addition, a four-hour module "Applied Computer Science" was introduced in the third semester. In another new module, "Academic Methods", computer-aided methods of empirical business research are taught and practised by the students with real data. At the same time, of course, the aim is to convey critical understanding of data security issues and the potential misuse of data.



Prof. Dr. Michael Feucht, Dean

Unfortunately, we find that constructive handling of modern technology is not a matter of course for many members of the category of so-called "digital natives".

Millennials and postmillennials are experienced digital consumers, but many of them are neither able nor willing to critically examine the technology that they use, not to mention become "digital producers". Some of them certainly have the desire to start a successful company with digital business models – but they are lacking the necessary basic understanding to be able to develop innovative ideas. At this point, I wish to appeal urgently to policy-makers in education and to the responsible persons in our schools: We need to devote more attention to the topic of "digital competence" in the school education of our children, not only starting in third-level education. We will only be able to make young people fit for the future with far-reaching media skills and a fundamental understanding of modern technology.

I would like to sincerely thank you for your solidarity with our Faculty of Business and hope you enjoy reading this newsletter. Our advertising customers deserve special thanks for their kind support.

Yours, Prof. Dr. Michael Feucht, Dean

FAREWELL: PROF. DR. ARNOLD KRUMM ENTERS RETIREMENT



Prof. Dr. Arnold Krumm



As a farewell gift, Prof. Dr. Arnold Krumm received the "retirement certificate" as well as the HSA rucksack from the company Deuter with all kinds of accessories.

At the end of the winter semester, Prof. Dr. Arnold Krumm bid farewell as he entered his well-earned retirement. He had taught at the Faculty of Business as a professor with specialisation in business administration and computer science since 1990.

At our old location at Schillstr. 100, he was responsible for the faculty's computer pools, supervisor of SAP applications and initiator of the SAP CBT laboratory at the faculty. In addition, he was a member of the managing body of the computer centre at the Augsburg University of Applied Sciences for many years. In summer semester 2006, he was elected Vice-Dean and held this position for seven years. During this time, he also served as stand-in Dean for almost two semesters.



The Faculty of Business' lucky charm.

Before his time at the Augsburg University of Applied Sciences, he held various managing positions in the corporate planning and accounting departments of insurance agency Thuringia Versicherung in Munich for many years. He incorporated his knowledge and skills into his numerous lectures in basic and main study courses.

Now, the faculty has bid farewell to Prof. Dr. Arnold Krumm on his retirement. In a humorous speech, professors Dr. Anton Frantzke and Dr. Wolfram Schönfelder remembered their time together with their colleague before Vice-President Prof. Dr. Manfred Uhl presented him with the retirement certificate.

For almost 30 years, Prof. Dr. Arnold Krumm helped to shape the development of the faculty. With his very calm and analytical manner, he constructively accompanied major changes during this time, including the introduction of the new Bachelor programmes and the structure of the Master programmes.

He leaves behind a little treat for the students: In front of the computer labs on the third floor of the W building, there is a board designed by him on the history of computer science. And if you look closely, you will also find the "lucky charm" on the display board, which Prof. Krumm found in front of the W building on the day of the move into the building.

NEW IN THE TEAM: ADJUNCT LECTURER FOR RHETORIC AND PRESENTATION TECHNIQUES



Katharina Günther

NEW IN THE TEAM: ADJUNCT LECTURERS FOR ENTREPRENEURSHIP AND INNOVATION MANAGEMENT

Martin Plöckl is providing support in the subject of start-ups and entrepreneurship as adjunct lecturer at the Faculty of Business. After receiving his diploma in Business Administration at the Augsburg University of Applied Sciences, he worked as a consultant in the area of corporate restructuring for two years. During this time, he got to know the reasons for successful and failed companies first-hand in a number of industries. With this knowledge, he decided to become self-employed and founded various start-ups in the digital sector in 2000 with two co-founders. For the last number of years, he has mainly been active in a voluntary capacity as mentor and start-up ambassador for companies such as Burda Verlag, Telefonica O2 and the Augsburg University of Applied Sciences. Together with Prof. Dr. Michael Krupp, he developed the "StartUp Thinking" lecture, in which students develop a start-up idea and pitch it to investors in the final class. Inspired by the German TV programme, this class is called "The Lion's Lecture Hall". Since 2017, he has been supporting Prof. Dr. Marcus Labbé in the advanced module "Entrepreneurship, Innovation & Technology Management". The students receive the opportunity to visit young Augsburg start-ups and gain practical experience.

In the winter semester, **Dr. Tobias Adam** started as adjunct lecturer in the area of innovation management with Prof. Dr. Marcus Labbé. In the lecture, he conveys both basic theoretical knowledge of developing an innovation strategy and agile implementation of innovation projects. In interactive practi-

cal exercises, students learn to break familiar patterns of thinking and acting and to apply innovation methods in a systematic and provocative manner.

Many first-semester students feel out of their depth when it comes to giving presentations and talks at the University. They often have a real fear of embarrassing themselves. The only thing to do is practise. In her lecture, adjunct lecturer **Katharina Günther** gives the students many opportunities to practise, provides plenty of tips and tricks on dealing with stage fright or difficult questions from the audience, and helps with giving and receiving feedback.

After studying business psychology at the SRH University in Heidelberg, Katharina Günther obtained a Master in Human Resource Management at the Augsburg,

After his diploma in computer science in economics at the TU Darmstadt, he worked as Account Manager for Siemens AG and, later, acted as Sales Director for the Middle East for Osram GmbH. The intensive contact with customers and the closeness to different markets offered him insights into the successes and failures in introducing new



Martin Plöckl

Munich and Landshut universities of applied sciences. In the course of her professional life, first as a HR officer in a large law firm for patent law and now as a HR business partner in a trading company, she has defused a number of delicate situations and got many projects off the ground with excellent presentations and rhetoric skills. Her aim is that the students are able to practise and improve their presentation skills in a protected environment and for them to become more comfortable over time with giving oral presentations

services, which motivated him to deal intensively with the topic of "Innovation".

He subsequently completed a PHD at the Technology and Innovation Management Group at the RWTH Aachen. Today, Dr. Tobias Adam is the CEO of his own company, which specialises in systematic innovation through the combination of selected methods. With the help of an industry-neutral portfolio, companies can be supported in developing innovative new offerings and in optimising value creation.



Dr. Tobias Adam

SAVE THE DATE: PYRAMID 2018

With 3500 visitors and over 170 exhibiting companies, the Pyramid careers fair is one of the largest student recruiting fairs in all of south Germany. At the next Pyramid on 4 May 2018 with the slogan “Knowledge and Practice – the Formula for Success” at the Rotes Tor campus, the aim once again is to facilitate students’ entry into professional life. The unique opportunity to establish early contacts and obtain insights

into company affairs has been the defining feature of Pyramid for more than 27 years now and has already represented the personal stepping stone to entry into professional life for many students.

The fair is organised and run by a team of 100 students which is supported by Prof. Dr. habil. Klaus Kellner and Prof. Dr. Mahena Stief.

**Firmenkontaktmesse
Pyramid**
Wissen • Praxis • Erfolg



**NEW CONTINUING EDUCATION CERTIFICATE COURSE:
ECONOMIST IN THE HEALTH AND SOCIAL SECTOR**

Professional management is needed everywhere. In the health and social sector, there is the additional consideration that the staff represent both the significant cost factor and the key competitive factor. In times of scarce resources along with increasingly stringent technical and administrative requirements, economic thinking and acting have become essential for survival in the health sector and for social organisations. Business administration know-how and management skills are therefore indispensable for leadership roles.

In addition, the foreseeable changes as a result of increasing digitalisation call for management skills and willingness to change.

The new certificate course addresses all of these requirements. The participants learn to practise entrepreneurial thinking for cost and price calculations as well as economic efficiency assessments, in addition to obtaining know-how on designing efficient work-flows and employee management. This allows them to make decisions on a sound technical and economic basis and to implement these decisions consistently in their professional life. This enables additional skills to be obtained and the transfer of knowledge to be ensured.

This course is aimed at skilled personnel in the health and social sector who wish to become qualified for responsible roles or to take on economic tasks and responsibilities in addition to their specialised tasks.

The certificate course will start in June 2018. The seminars will take place once per month on a Saturday and sometimes on a Friday afternoon in addition. The location is the Augsburg University of Applied Sciences.

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Inhouse-Firmenseminare.html*

**PUBLICATION
FALLSTUDIEN ZUM
PERSONALMANAGEMENT**

Rosenstiel/Regnet/Domsch (ed.)



Stuttgart:
Schäffer-Poeschel
Verlag, 580 pages
49,95 Euro

In April 2018, the 4th revised and expanded version of the collection of case studies in human resource management was published (in German). Case studies are ideal for providing specific situations as starting points for technical discussions. They are easy to understand and can be generalised. In terms of content, the case studies build on the “Führung von Mitarbeitern” (leadership of employees) manual. The book covers all management tasks – from personnel selection to arrangement of working hours, labour law and change management, through management feedback, communication and employee assessment, all the way to remuneration and virtual teams. The 4th edition contains new topic areas on employer attractiveness and securing specialist staff, future-oriented human resources work in times of crisis, and the labour world 4.0.

The existing topic areas were also revised, updated and extended. The case studies are an important source for training specialist and management staff, for students, for use in training courses and for structured independent study.

AUGSBURG UNIVERSITY OF APPLIED SCIENCES: FULL STEAM AHEAD



Augsburg University of Applied Sciences is showing its colours: committed, creative, practice-oriented and responsible. A tram in the University design is now in use on different lines in Augsburg.

CONGRATULATIONS



Prof. Dr. Wolfram Schönfelder was once again very successful at this year's Bavarian University Championship in Lenggries. He took part in all disciplines. He reached first place in classic cross-country skiing and took 4th and 6th place respectively in giant slalom skiing and snowboarding.

15TH HR DAY: AGILE WORK AS A TASK FOR HR

Digitalisation and disruptive developments are just two examples of trends that force companies to move away from their tried and tested business models, and to become more agile. On 8 February 2018, around 60 HR experts from the whole region met at the University to learn about and discuss how HR can and should encourage agile work in companies.

In her introductory presentation, HR professor Dr. Sarah Hatfield spoke about development trends including semi-autonomous groups, learning organisations, TQM, lean management and agile work. But what really is new and what are the characteristics of agile work? Prof. Dr. Hatfield highlighted that due to the unpredictability of new business models, factors such as the inclusion of users, responsibility in self-organised and interdisciplinary teams, the ability to adapt quickly, uncompromising transparency in work results and frequent feedback loops are essential. In addition to the use of several work methods such as Kanban boards, scrum or design thinking, changes to company cultures represent the greatest challenge.

In the second presentation, **Friederike Freifrau von Mirbach**, management coach, highlighted the importance of the success factors of “Communication - trust – feed-

back – dialogue” and called for “Courage to make changes. Courage to risk something without knowing the result”, and the importance of fostering collaboration and growth at companies. She spoke freely and impressively about employees and executive boards of various consulting companies: how they are reaching the limits of traditional tactics, and both the effort and joy associated with new paths.

Miriam Schilling, Head of Human Resources at VAUDÉ, presented a totally different company. The students were already impressed after the company presentation. VAUDÉ is an owner-led, medium-sized company with almost 500 employees in Germany, which has made a name for itself as a sustainable, innovative, outdoor clothing brand. 40% of the management positions at this company are held by women, 40% of its employees work part-time, and it promotes sustainability and an economy for the common good, for example. At VAUDÉ, agile work means the development of a company-specific procedure, giving employees freedom, trusting them, including them and listening to them.

Svaantje Seiler, Change Manager at MAN Diesel & Turbo SE, used a factual report to outline her experience and lessons learned from a matrix project organisation in which the line manager in the development area is

responsible for prioritising work packages and the project leader must lead employees, who often work on different things simultaneously, to successful results. In a future programme, fast-track projects will be initiated and carried out using agile methods: On a market square, employees can suggest strategically relevant projects. If these projects are given the go-ahead, employees from all over the world can apply to work on these projects. This also changes the understanding of work: Corrections are possible during the process and failure that results in knowledge being gained is allowed. The mind-set is changing.

A discussion with all speakers during which the participants had the opportunity to ask questions rounded off the day. Prof. Dr. Mahena Stief looked after the visualisation of the results.

If and to what extent companies will become more agile mainly depends on the maturity level of the company. Do we need new competences or other people? What is certain is that the role of managers is changing and that this affects the selection and development of staff. Companies who wish to meet the requirements of new generations and customers are advised to start with voluntary “agile” pilot customers to trigger a slow change of mind-set.

Information: Profs. Dr. Regnet and Dr. Hatfield

CONTINUATION: BEST AGERS STUDY

The image shows a questionnaire titled 'Wissenschaftliche Studie „Best Agers“'. It contains several sections with multiple-choice questions. Section 1 asks for gender (Male/Female/Other) and marital status (Married/Single/Divorced/Widowed). Section 2 asks for age groups (20-29, 30-39, 40-49, 50-59, 60+). Section 3 asks for education level (Primary, Secondary, University). Section 4 asks for frequency of work (Full-time, Part-time, etc.). Section 5 asks for job satisfaction (Very satisfied to Not satisfied). Section 6 asks for the percentage of work time spent on agile methods (0-100%). Section 7 asks for the frequency of agile meetings (Daily, Weekly, etc.). Section 8 asks for the number of agile projects in the last 10 years (1-5+).

Extract from the questionnaire of the current study

This year, research continues on the health behaviour, job satisfaction, professional experience and expectations of best agers, employees over the age of 50.

Led by Prof. Dr. Erika Regnet, the first survey of specialised and management staff was carried out in 2015 in cooperation with borisgloger consulting GmbH. This study was highly regarded, particularly in specialised press. This scientific study focused on working hours, health behaviour, professional goals and the likelihood of achieving these goals.

The survey planned for 2018 will also be conducted in cooperation with borisgloger consulting GmbH. The aim is to gain an insight into the views of specialised and management staff of various age groups in relation to the working world, how it has changed and performance requirements.

Companies who would like to find out more about the wishes and suggestions of best agers are invited to participate. Companies and organisations with at least 50 people participating in the survey will receive a detailed evaluation and comparison to the whole group free of charge. The surveys are available in printed form or online at www.sosicurvey.de/bestagers/.

*Information: Prof. Dr. Regnet, Erika.Regnet@bs-augsburg.de
www.health-on-top.de/userdoks/handouts/2016-Kongress-Regnet-VortragProzent20.pdf
www.bs-augsburg.de/Binaries/Binary14503/HSA-PM-Newsletter17.pdf, p.9.*

AGILE METHODS FOR HEAVYWEIGHTS

Students of the Change Management advanced module made their way to the venerable conference room at MAN Diesel und Turbo SE in the winter semester. Agile methods can even be put to good use at venerable institutions. This is exactly what the consulting project “Examining the suitability of agile methods in 4-tact engine development at MAN” dealt with. **Svaantje Seiler**, change manager and agile mentor in this field at MAN, selected three focus areas for this project. Development is not merely development; a wide variety of activities take place at MAN. The traditional development process, troubleshooting and special projects were selected as focus areas for this project. Each focus area has the same goal: Activities in development should become more flexible.

The first student group tackled the product development process during which it can often last up to three years before a finished engine has been developed. The process is complex and must be carried out carefully. Is there any room for agility in this process?

The students believe that there is room for it in small doses. Using a questionnaire,

the students examined topics such as the frequency of meetings, possibilities for giving feedback and willingness to take on responsibility. In addition to software solutions that offer professional ways to achieve transparency, measures that can be easily implemented such as kudo walls or stand-up meetings were suggested.

A further study group dealt with the process of troubleshooting. This comes into force if problems arise for the clients, and both short-term solutions and long-term development work is required to prevent these problems from reoccurring. This troubleshooting process should also become more agile to minimise unnecessary waiting times. For this purpose, the students came up with a combination of methods to form a new individualised method recommendation (see diagram 1).

The third group analysed what are known as fast-track projects. In these projects, interdisciplinary teams from different areas aim to quickly implement strategic goals. All of these methods can be found in clear profiles (see diagram 2).

Information: Prof. Dr. Hatfield



Speakers Friederike Freifrau von Mirbach, Svaantje Seiler and Miriam Schilling (fr.l.) at the closing panel discussion

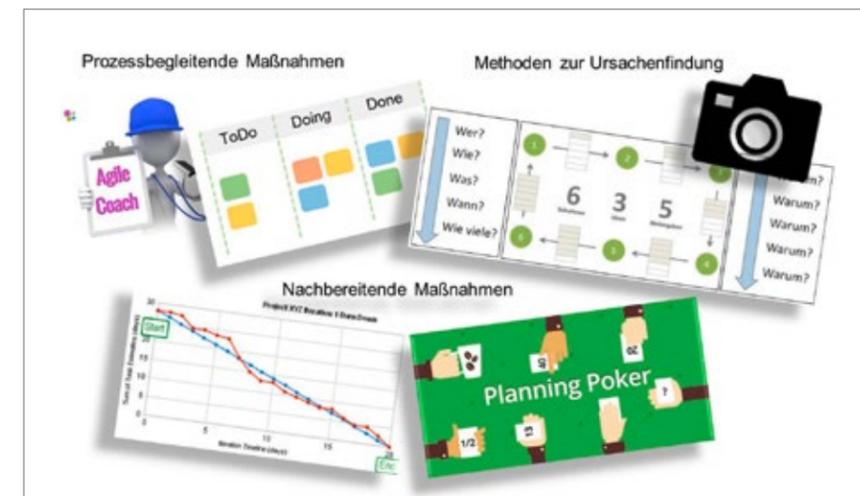


Diagram 1: The students' method recommendations



Diagram 2: Method profile

BERLIN WELCOMES EUROPE

The annual excursion to Berlin took place during the winter semester as part of Prof. Dr. Julia Wicke's European Law module. Highlights of the trip were a visit to the German parliament (Bundestag) and a presentation by the Head of the Federal Ministry for Economic Affairs and Energy, **Dr. Kirsten Scholl**, and her colleague **Anne-Kathrin Richter** about current European political topics. As a result of stricter security regulations, the planned visit to the Ministry could not take place and the students gathered in the premises in which the infamous Kommune 1 was based 50 years ago. A presentation held in the Federal Foreign Office, a city tour and a trip to a café in the Reichstag dome with a panoramic view of Berlin rounded off the day.

Information: Prof. Dr. Wicke



The students and Prof. Dr. Julia Wicke (4th fr. l.) during their trip to the Bundestag

WATER FAIR IN AUGSBURG: BUSINESS RESEARCH PROJECT

What does Augsburg have to do with water? Quite a lot – just think about the many small canals that form the cityscape, the large number of fountains and, last but not least, the regular application Augsburg makes for the title of world heritage site. This is why Messe Augsburg (trade fair centre) came up with the idea of developing a whole fair based on water. The project was initiated by the managing director of Messe Augsburg, **Gerhard Reiter**. Under the leadership of Prof. Dr. Hariet Köstner and adjunct lecturer **Thomas Hauser**, and with the support of the highly competent **Philip Häußler** from Messe Augsburg, students worked on implementing this idea last winter semester. The participants covered all areas of the design process including a competitor analysis, a market analysis, a detailed account of

the limitations of the industry and branding. During the drafting stage, the students had the opportunity to put theory they learned into practice by conducting a SWOT analysis and applying Porter's Five Forces model. They experienced first-hand how helpful these methods can be to your daily work. In an internal pitch, three groups presented their ideas and a "best-of-all" final presentation was then prepared.

The organiser commended the final document saying that it is an excellent basis for implementing the fair idea. We are excited to find out how the ideas we have generated will actually be implemented.

Information: Prof. Dr. Köstner



The project team at Messe Augsburg

EXCURSION TO UTM



The excursion group all togged out

Almost everyone knows Müller milk. However, few people know that the gourmet products from Homann and Nadler, and the Nordsee chain also belong to **Unternehmensgruppe Theo Müller (UTM)**. This was just one of the things the Tax and Accounting Master students learned at a workshop designed especially for them at the Swabian headquarters of the Alois Müller dairy in Aretsried. After receiving an introduction to the company group, the students focussed on the numerous special cases from the field of tax and accounting. These were outlined in the form of short case studies, which the students then analysed and presented. The UTM experts from tax and accounting offered their energetic support. The visit was rounded off by a tour of the high-tech milk-processing plant and a culinary tasting of Müller products.

Information: Prof. Dr. Köstner

MONETARY POLICY OF THE ECB

Towards the end of the semester, European Business Studies and International Economics students headed off to Frankfurt with Prof. Dr. Maria Lehner. The European Central Bank was their destination where **Prof. Dr. Dieter Gerdemesmeier** from the Office of the Monetary Policy Committee explained the monetary policy of the ECB and gave an overview of the monetary policy measures implemented since the outbreak of the financial crisis. This was followed by a discussion during which students asked a number of questions on up-to-date topics. These topics ranged from the role of fiscal and monetary policy in relation to the future stability of the European currency to a possible phase-out of the quantitative easing policy, a relatively new monetary policy.

Information: Prof. Dr. Lehner



The student group with Prof. Dr. Maria Lehner (3rd fr. left) at the ECB in Frankfurt

HISTORICAL CRAFTSMANSHIP DIGITALISED

Under the leadership of Prof. Dr. Peter Richard, a project was undertaken last semester in cooperation with the **Greifenberger Institute of Organology**. Business Administration students drafted preparatory measures for the introduction of ERP systems. Matthias Bestle, Master student and research assistant at Augsburg University of Applied Sciences led the project.

The Greifenberger Institute of Organology is devoted to scientific research into historical instruments.

For this purpose, instruments are often reproduced. The institute uses high-precision documentation processes from the field of industrial technology such as video endoscopy or coordination measurement systems for low-contact CAD documentation. These are used to analyse protected historical instruments. As this type of analysis is quite time-consuming, the institute is looking for computer-aided methods to document their scientific results, which they would then also share with other institutions. This is why Augsburg University of Applied Sciences was

given the task of finding a suitable IT system and carrying out the necessary preparatory work. The students were divided into different groups – personnel training, quality management, master data and information technology. After the project teams had familiarised themselves with their tasks, an initial analysis of the current situation was carried out. The project teams then had the opportunity to discuss the requirements of the IT system with the institute directors. Based on these requirements, a suitable ERP system was selected, master data structures were specified and a training plan was drafted. The students, employees of the institute, and guests from the industry and Augsburg University of Applied Sciences then presented the results. In a further step, the preliminary ideas were implemented in a Microsoft ERP system called "Navision". The teams had access to a laptop with a test version to experiment without any limitations. In a concluding presentation, the system functions, possible documentation structures and the finished training plan were presented to the relevant employees at the Greifenberger Institute. Thanks to this successful collaboration, the project will be continued in the summer semester.

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



Insight into the workshop at the Greifenberger Institute of Organology

DIGITAL CONSTRUCTION INDUSTRY: ANALYSIS OF STATUS QUO

In this digital construction industry project, economics students gained an in-depth insight into the construction industry. International Management and Business Administration students conducted surveys to investigate the current status of digitalisation in the construction industry. Under the leadership of Prof. Dr. Michael Krupp and Sarah Maria Zerle, Master student and research assistant in the HSAOps research group, the project group analysed the software solutions that are available to the

construction industry. They then created a process graphic that depicted all relevant tasks from making a quote to product costing analysis. This graphic was also used to create an interview guideline. The next task was to find suitable interview partners. The target group consisted of local construction companies of all sizes. The initial interviewees were recruited online, on the phone and via an event at Bauinnung Schwaben. A total of 21 partner companies were found.

The interviews were carried out by students in teams of two using an interview guideline

that was prepared in advance. An evaluation of the series of interviews showed a clear trend: Hardly any software solutions are currently being used in small companies. Although software solutions are increasingly being used in medium-sized and large companies, standardised and consistent process-oriented solutions are rare. A final presentation of the survey results was given to the participating companies. Anyone who is interested in the results of the survey can send an e-mail to sarahmaria.zerle@hsaugsburg.de.

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



The „Digital Construction“ project group

NEW WORKING PAPER: PROCESS MANAGEMENT

As the economy is undergoing constant change, companies must constantly adapt and develop further. With this in mind, the research group for optimised value creation published a new working paper based on the topic of process management. Following part 1, which dealt with methods for visualising and analysing processes, the current paper deals with methods that can be used to optimise processes.

The guideline can be used as a map for finding a suitable way to optimise processes in companies and is aimed at both newcomers and practitioners of process management.

The paper focuses on various methods such as six sigma, lean management and benchmarking. As process optimisation means that companies are constantly adapting, the paper also deals with the topic of “Change

management during projects”. This ensures as smooth a transition as possible from old procedures to new procedures, which in turn contributes to sustainable company development.

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

MARKET RESEARCH FAIR: RESEARCH & RESULTS

For a number of years now, the who-is-who of the market research industry has been meeting at the Research & Results fair in Munich at the end of October. Guests at this fair, currently the most important German fair with an international focus, have the opportunity to take a close look at trends and current focus areas in empirical research.

VISUAL LANGUAGE AS A SOLUTION TO LABOUR SHORTAGE

The logistics sector is growing at a rapid pace and is desperately searching for new employees. Small and medium-sized companies, in particular, are suffering from this labour shortage. Untrained workers would be suitable for these jobs but language barriers often prove to be a problem. The use of visual language that would make elementary warehouse operations in the logistics sector easy to comprehend across cultures could provide relief and allow employees to be trained and to enter the workplace. Researchers at Augsburg University of Applied Sciences and the Fraunhofer Supply Chain Services Institute (SCS) are investigating how to develop this visual language.

Despite increasing automation, in particular in the SME segment, the majority of logistics activities in warehouses are done manually. There is a lack of workers for these activities in regions with a low level of unemployment. This gap could be filled by untrained workers, illiterate people, asylum seekers with a work permit or citizens from other EU countries, and it would also give them the opportunity to become integrated more quickly.

A group of students of the advanced module Product Marketing and Marketing Communication together with Prof. Dr. Harriet Köstner checked out more than 140 exhibitors at the fair. It was particularly interesting for the students to observe the practical application of theoretical knowledge gained in lectures during several workshops and presentations.

Some of these were so well attended that there wasn't even enough room for everyone

Training new employees who have language or educational barriers or have a different cultural background can often be quite time-consuming despite the large proportion of manual work done in warehouses. This is exactly what the research project “Logistics Processes in Visual Language”, LogiPICs for short, focuses on. By developing a module-based visual language that is easily understood across cultures, workers can be quickly integrated into the workplace irrespective of their German language skills or qualifications. It goes without saying that the use of visual language would have a positive impact on companies. If a company has enough employees who can be trained quickly and in a standardised manner thanks to this visual language, SMEs can continue to exist in the long term alongside international competitors who increasingly opt for automation, while operating flexibly and with high quality standards. To design a module-based and combinable translation of logistics processes into a visual language that is unmistakable across cultures and always interpreted in the same way, the relevant core logistics processes were firstly systematically identified and evaluated in a structured manner for the above-mentioned target group. The process steps that were identified were then translated into a commonly understood visual language.

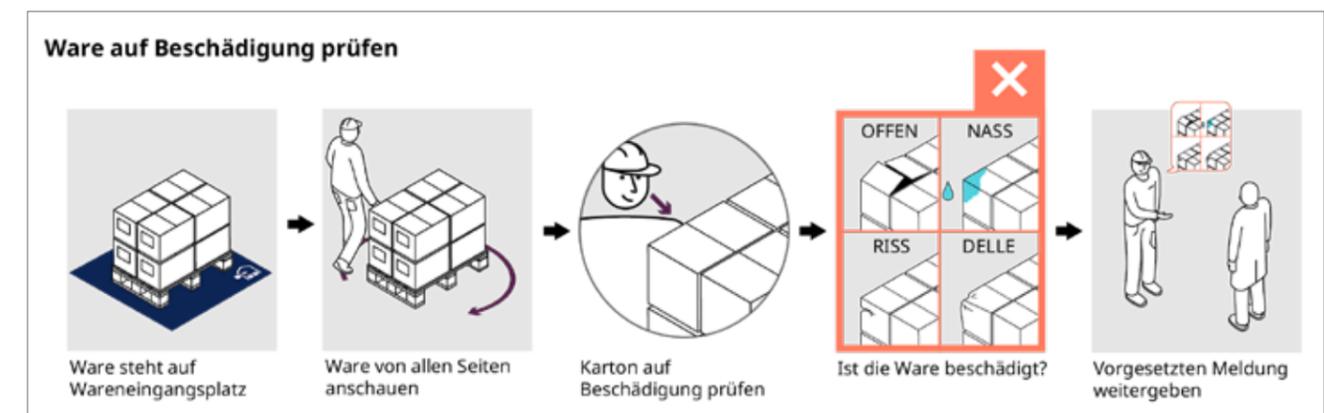
who was interested to attend, which means that the chosen topics were very up-to-date. All in all it was an exciting excursion with insights into a sector that wasn't very well known until now.

Information: Prof. Dr. Köstner

This must be checked for comprehensibility and the avoidance of cultural-based misinterpretations, and it must be possible to depict whole process chains. To do so, the researchers worked in close cooperation with logistics companies. The initial sketches should be tested on employees and members of the target group who are already working in logistics, and then evaluated. The design elements are then adapted based on the findings during the evaluation phase. In a final step, the individual elements are combined to form a complete system. At the end of the project period, there will be a product with robust content and material that can be introduced for warehouse work thanks to extensive conceptual design, a structured design process and a comprehensive evaluation. It should allow work instructions to be followed in an uncomplicated manner.

This research project runs until September 2018. The results will then be presented during a closing event. Anyone who is interested can already register without any obligation to attend by sending an e-mail to Prof. Dr. Michael Krupp (michael.krupp@hsaugsburg.de) or Marjan Isakovic (marjan.isakovic@hsaugsburg.de).

Information: Prof. Dr. Krupp and Prof. Dr. Stoll (Faculty of Design)



SUCCESS FACTORS IN THE WAREHOUSE: HEALTH AND MOTIVATION

As part of the research project “Increasing Motivation of Specialised and Auxiliary Staff in the Warehouse”, MoLa in short, non-monetary methods to promote health and motivation were developed and adapted to suit the logistics environment. The project was undertaken in cooperation with the **Chair of Work and Organizational Psychology at the Friedrich-Alexander University in Nuremberg, the Fraunhofer working group for supply chain services** and the research group for optimised value creation at Augsburg University of Applied Sciences, who led the group.

Motivated employees are essential to efficient and flexible logistics processes. At the moment, almost all incentive systems aimed at increasing motivation are monetary-based. Non-monetary and intrinsic incentives, incentives that come from the inside out, have not been researched sufficiently. The research project also supports the fulfilment of the German Occupational Safety Act, which stipulates that each company must carry out a risk assessment. This must evaluate both physical and mental strain on employees and, if necessary, provide for improvements. The result of this research project also helps to raise awareness of this source of risk among industrial and untrained employees in the logistics sector, and makes countermeasures more accessible.



The final event for the “MoLa” project at the Fraunhofer Institut ISS in Nuremberg

The aim of the MoLa project was to increase the motivation and improve the health of employees in logistics processes in warehouses, thus increasing the quality and efficiency of storage processes and the innovation capacity of small and medium-sized logistics service providers and shipping agents. Performance indicators were investigated and compared using a benchmarking-approach, and subjective direct estimations of motivation and health were made by the employees themselves. An analysis of the initial round of surveys indicated that the employees’ motivation and health are connected with the warehouse performance. This means that motivational measures have a positive effect on the motivation, satisfaction and health of warehouse employees. The warehouse management are often more aware of motivational measures than the relevant employees, which indicates that not all motivational measures provided by the warehouse management are availed of in full. This may be because they are not adequately communicated. Features of the work situation and management also play a key role. Unfavourable working conditions such as working and organisational problems have a negative impact on motivation, satisfaction and health. By contrast, if management recognises good work performance and rewards this, there is a positive impact. Regarding the relationship between employee motivation and health, and the warehouse performance, it appeared that it is not the intrinsic motivation of employees that is essential to a high level of productivity, but rather factors

such as work satisfaction and affective commitment or in other words, loyalty to the company.

On 6 February 2018, the final presentation took place at the IIS Fraunhofer Institute in Nuremberg. With around 70 participants, this was a complete success not only for the project partners but also for those interested in the project. Partner companies in practice and the research institutions presented the project results to the interested parties and gave an insight into implementation in daily business. The result was also used for the method catalogue for employee motivation. In this catalogue, tools and methods for employee motivation were presented in a simple, user-friendly manner. The corresponding guideline for the upper management level with further project results and evaluations is currently being drawn up. The presentation also gave an insight into a platform that makes it easier to face the major hurdle of implementing motivational methods at an operational level, and offers operational management help in doing so.

The catalogue for operational management and the guideline for higher management levels are available from Prof. Dr. Michael Krupp (michael.krupp@hsaugzburg.de) or Marjan Isakovic (marjan.isakovic@hsaugzburg.de).

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



Sought-after personalities keep learning throughout their lives. Many employers in the region are concerned with securing and retaining specialist staff. The Faculty of Business provides support after graduation in the following ways:

- **In-house seminars** on all business and legal topics. The seminars are individually planned and conducted in coordination with the customer. The current year’s brochure provides an overview.
- **Workshops** for developing concrete solutions.
- Condensed single seminars on current questions – very suitable for obtaining new know-how and fast updates on changes. These seminars take place at the Technologiezentrum Westbayern (Technology Centre West Bavaria, TCW) in Nördlingen.
- One-year, part-time **certificate courses** with university certificate.

Overview of selected certificate courses

Management know-how

24/25 April “Controlling a company with financial KPIs” 11/12 June “Corporate strategy and strategy development”

New: International Management Skills

21/23 March “Powerful Presentations in English” (Alisa Kastle-Henke, M.A.) This class provides tips and tricks for impressing your audience with dynamic presentations. 25/26 April “Managing intercultural teams” (Prof. Dr. Katrin Winkler) In an interactive workshop design, the intercultural understanding of leadership and management as well as the efficient and successful structuring of communication in international and globally distributed teams is worked out.

Exercises and reflections help the basic assumptions on the topic of management and leadership and their consequences to be understood and recognised more quickly. 24/25 July “Negotiating in English” (Alisa Kastle-Henke, M.A.)

This course focuses on practising and improving negotiating skills in English. Participants carry out negotiations according to the professional and constructive “Harvard method”. The training course also conveys strategies for solving conflicts in professional contexts.

Target group: Specialist and management staff who wish to prepare themselves comprehensively for the requirements of an international role.

Product management

Starts in October 2018 with the course “Basic skills in product management” (Prof. Dr. Klaus Kellner)

Target group: Specialist and management staff from sales, marketing and product management as well as project and department leaders in research and development.

Information and registration at www.tcw-donau-ries.de.

New: Economist in the health and social sector

Key contents:

- Human resource management, law, marketing
- Accounting, cost management, controlling
- Management methods – especially project, quality and process management
- Individual specialist coaching

Courses:

9 June “Personnel selection”

(Prof. Dr. Erika Regnet)

21 July “Marketing/Public relations”

(Prof. Dr. Gerhard Riegl)

The other modules run until September 2019.

Target group: Specialist and management staff in the health and social sector who wish to take on business administration tasks and responsibility in addition to their specialist tasks or become qualified for responsible roles and require business administration know-how and management skills for this purpose.

The course location is the Augsburg University of Applied Sciences.

Information and registration under continuing education. wirtschaft@hs-augsburg.de

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You can find more detailed information on the range of continuing education courses offered by the faculty here (in German):

www.hs-augsburg.de/Wirtschaft/Inhouse-Firmenseminare.html



TAXES IN PRACTICE

Last semester again, a large number of experts visited Prof. Dr. Alexandra Coenenberg's courses to provide practical information on tax-related topics. **Christian Eberbach** from KPMG AG gave the Bachelor students an insight into the career of a tax advisor. Together with Master students, he then worked on case studies based on the topic of "debt waivers". **Klaus Himmer** and **Magnus Berthold**, both from KPMG AG, held a presentation entitled "Taxation of blockchain based assets". They gave an introduction to blockchain technology and the legal problems associated with this new technology before reporting on current developments in this area. Blockchain is a decentralised database structure that records transactions in a transparent manner. Comparable to a chain, the database is expanded chronologically and linearly, and new elements are added at the end. When it is complete, the next block is created.

The subsequent presentations focussed on transfer prices. The best way for companies to reduce their corporate tax rate is to optimise the structure of transfer prices. We spoke to **Tanja Keser** from PricewaterhouseCoopers (PwC) and **Marc Schnell** from KPMG AG about this highly controversial and topical issue.

The international presentations were continued by **Hubert Eisenack** and **Christian Mundel** from Ernst & Young AG. They outlined the basics of the US tax system.

After the presentations, participants had the opportunity to speak to the representatives from the industry about possible career opportunities.

Information: Prof. Dr. Coenenberg

FOCUSSING ON EUROPEAN LAW

The European Parliament, based in Strasbourg, is one of the institutions of the European Union and is responsible for legislation. **Markus Ferber**, who has been a Member of the European Parliament for more than 20 years and is also an experienced CSU European politician, spiced up the students' everyday life with some practical insights into the working world as part of Prof Dr. Julia Wicke's European Law lecture series.

He managed to fascinate the students with his description of the goings-on in Brussels and Strasbourg and to bring dull paragraphs to life during this fixed component of the European Law curriculum. He confidently answered the large number of questions in an intriguing manner and by the end of his lecture he had brought Brussels a little bit closer to Augsburg.

Information: Prof. Dr. Wicke



Markus Ferber, Member of the European Parliament, and Prof. Dr. Julia Wicke (front right) with the European Business Studies students

COMPANY FINANCING: PUBLIC FUNDING

Companies rarely rely on public funding when making financing decisions. Loans, guarantees, subsidies and shares in companies are just some examples of possible funding. These are generally less expensive than comparable loans from private credit institutions. **Christoph Pfaff**, managing partner at CMP Financial Engineers, has been working in this business for more than 15 years now. With his team of 15 employees, he processes subsidy volumes worth several hundred million euro each year. At the invitation of Prof. Dr. Georg Erdmann, he spoke in detail about public funding in the industry and presented career opportunities for graduates.

Information: Prof. Dr. Erdmann

STUDENTS AS MANAGERS

Learning at all levels – cognitive, emotional and behavioural – is one of the best methods to develop an interesting personality. Students of Prof. Dr. Sarah Hatfield had the opportunity to do this. During a visit by **Svaantje Seiler**, who is responsible for change projects at MAN Diesel & Turbo SE, the students first of all gained an insight into leadership training at MAN. With so many hierarchies and ways of structuring your career, there were of course many questions, which led to a lively discussion. The speaker also explained how she coaches and gives individual feedback to people who have been admitted to the management assessment centre. Very specific capabilities and skills are often key to how a person comes across. The seminar benefitted from her vast experience. The students acted out role plays with scenario descriptions for managers and employees. For example, case studies to increase commitment among employees or to stop unfavourable behaviour had to be solved. The day was rounded off with two presentations by students on the topics of "Management during crises" and "Virtual leadership".

Information: Prof. Dr. Hatfield

ROAD TO SUCCESS: CORNELIA KOLLMER



Cornelia Kollmer

As part of the "Road to Success" (Erfolgswege) series of lectures at Augsburg University of Applied Sciences, **Cornelia Kollmer**, Member of the Management Board of the Stadtparkasse Augsburg, gave an insight into her career path and gave the students some food for thought and tips for their own careers.

She spoke about how she started at the Sparkasse organisation after completing her second-level education. She undertook further vocational training within the organisation to become a Sparkasse business administrator. Her career progression initially

VISIT FROM VILNIUS

The faculty has a large network of partner universities and strives to expand this network even further. **Prof. Dr. Loreta Ulydiene**, expert for intercultural communication in management at Vilnius University in Lithuania, visited the university to speak about the possibility of guest lectures and a student exchange. This university is one of the oldest universities in Eastern Europe. Prof. Ulydiene was contacted via **Dr. Andreas Huber** who is responsible for business development for the city of Augsburg. Other topics included the positioning of the Baltic states in the EU and applied scientific collaborations with German companies in Lithuania. Everyone agreed that a possible cooperation would be beneficial for both universities, and for the regions of Augsburg and Vilnius.

Information: Prof. Dr. habil. Kellner

came about as she was having so much fun in her job and then at a later stage it was specifically planned.

It became clear that in addition to skills and commitment, a functioning network can also be of great importance. This is why she strongly encourages all students to build and manage their own network.

It is also very important to be able to trust your managers and your fellow employees. She advised the students, for example, to discuss mistakes at an early stage with a supervisor in order to build up trust and to react quickly to these mistakes. If you make one mistake, be careful not to lose sight of the overall situation. Problems are often not as critical as they seem.

One of the most important prerequisites is that you enjoy your job. We can see straight away that Cornelia Kollmer is passionate about her job. She says her own motto is "Love it – change it – or leave it". If you are in an unsatisfactory situation in a particular job or position that you cannot change, you should have the courage to try something new. If you find yourself in a very difficult situation either in your job or private life, she recommends talking to a coach.

For a positive work-life balance, she recommends thinking about what is important to you in life and not forgetting about family and friends because of work.

She also advises students to think about their own career path and the conditions that are necessary to achieve these career goals. She often says you should "Keep your eyes open when choosing a business partner".

Her tip is to constantly educate yourself and to take advantage of training courses such as rhetoric courses, and not to be afraid of managers. She advised the female members of her audience, in particular, to apply for new positions even if they do not fulfil all of the requirements of the job. They should put themselves out there more instead of waiting to be "discovered".

The "Road to Success" series of lectures is held in cooperation with the Women's Office at Augsburg University of Applied Sciences and aims to give students the opportunity to get to know various successful women and to find role models for their careers.

The series will continue on 10 April 2018 at 18:00 with Dr. Mahuba Maqsoodi. More information is available at the Women's Office (frauen@hsaugsburg.de).

Information: Profs. Dr. Coenenberg and Dr. Lebnner



Dean Prof. Dr. Michael Feucht, Prof. Dr. Loreta Ulydiene and Prof. Dr. habil. Klaus Kellner (fr.l.)

PMG: IN DEMAND



The Master students at the assessment centre designed by themselves.

Once again, about 240 young people from all over Germany applied. The high acceptance rate of the study programme of 85 % is proof of its excellent reputation. The selection procedure is exhaustive. In the written documents, not only the grades are assessed, but the results in relevant subjects are also weighted. Points are awarded for experience abroad and volunteer work as well as for duration of studies and internships in human resource roles. Finally, a committee checks the submitted position papers. More than 100 invitations to personal interviews were sent out. These interviews are carried out by two professors in each case on a total of eight selection days. This procedure involves a lot of time and effort, but the result is that both parties are confident in having made the right decision.

Information: Prof. Dr. Regnet

ENVIRONMENTAL COPYING TECHNIQUE



The positive experiences in the pilot project were convincing: The Faculty of Business is using a further environmental copier manufactured by Toshiba. The special feature is the blue toner. When the printed paper is no longer needed, the toner can be neutralised using a second device and the paper can be reused.

FIRST-HAND PRACTICAL EXPERIENCE



Dr. Thomas Bleis providing explanations.

Dr. Thomas Bleis from MVR-Training – the company for personality and team training in the areas of management, sales, customer support and rhetoric – took on a teaching assignment again in the winter semester. During a three-day block course, he gave the Master students a greater understanding of the topic of human resource management. The students were impressed by the practical input, the many examples and the specific exercises on challenging group situations using role-play methods.

Information: Prof. Dr. Regnet

MOUNTAINS R4 SKIING AND BOARDING



With this slogan, professors, students and friends of the Faculty of Business enjoyed the snow in Ennstal in Austria once again in March 2018 on the invitation of Prof. Dr. Wolfram Schönfelder.

NEWS IN BRIEF

Reaccreditation

The winter semester started off with some great news: The Business Administration and International Management courses were reaccredited until 2023 without conditions!



Save the date

With the slogan "Meet your prof", an alumni meeting of former students from the Faculty of Business will take place once again on 8 June 2018, to which all graduates are cordially invited. The former students can look back on their studies while enjoying interesting lectures, pleasant conversations and delicious barbecued foods.

CONTROLLING EXPERT GROUP



Prof. Dr. Georg Erdmann, Prof. Dr. Sabine Joeris, Prof. Dr. Nicolas Warkotsch (fr. l.)

Which study programmes include controlling?

At the Faculty of Business, controlling topics are an integral component of the Bachelor programmes Business Administration, International Management and Engineering. Students can also focus on the area of controlling in the advanced modules Financial Management with Investment Controlling and Management Accounting and Logistics. The expert group teaches outside of the faculty as well, for example in the Master programme Technology Management at the Faculty of Mechanical and Process Engineering.

Which professors teach the subjects and what professional experience do they have? Are there specialisations within the topic?

Prof. Dr. Sabine Joeris has been employed at the Augsburg University of Applied Sciences as a professor of general business studies with a specialisation in controlling since 2007. Prior to this, she worked in different roles in the purchasing department of an international retail corporation for many years.

In the last number of years before her appointment, she managed a contract logistics company as commercial director. She was also responsible for cost comparison calculations in logistics as a business consultant. She is an expert in outsourcing decisions and logistics controlling.

Prof. Dr. Nicolas Warkotsch came to the Augsburg University of Applied Sciences in 2011. Prior to that, he worked as a business consultant for the implementation of controlling systems, before taking on various roles in cost and investment controlling as well as project and IT controlling in a publicly listed company. His specialisations include investment controlling and controlling concepts.

Prof. Dr. Georg Erdmann had managing roles in the controlling and IT departments of a publicly listed company as well as being a professor of general business studies and accounting at the Nuremberg Institute of Technology Georg Simon Ohm. Since 2014, he has been a professor of finance management and general business studies at the

Faculty of Business at the Augsburg University of Applied Sciences. Professor Erdmann is also coauthor of the "Kostenrechnung" (Cost accounting) text book, published by Pearson Verlag.

Which practical projects are offered for students?

The expert group regularly offers practical projects in cooperation with companies. The most recent topics have included the analysis of early indicators for sales controlling of an international technology corporation, documentation and analysis of controlling tasks at an internationally active automotive supplier, and the analysis of early risk indicators in contract logistics. Particular importance is also placed on practical relevance in Bachelor theses. Topics have included the development of a controlling system at a telecommunications provider and controlling of a Russian hospital group.

UNIVERSITY DELEGATION IN CHINA: NEW COOPERATION PARTNERS

A delegation from the Augsburg University of Applied Sciences visited China from the 3rd until the 10th of February. The travel group was made up of representatives of the executive committee, the faculties and the International Office: Ingrid Hahn-Eisenhardt (Head of the International Office), Prof. Dr. Michael Feucht (dean of the Faculty of Business), Dr. Tianshu Lü (professor of Chinese), Prof. Dr. Ing. Franz Raps (former dean of the Faculty of Electrical Engineering), Prof. Dr. Manfred Uhl (Vice-President), Prof. Dr. Ing. Joachim Voßiek (dean of the Faculty of Mechanical and Process Engineering), Prof. Dr. Ing. Wolfgang Zeller (dean of the Faculty of Electrical Engineering).

The first stop was Shenzhen Technical University, which opened in winter semester 2017/18 and will have a campus for 5000 students including residential buildings for students and educators within three years. In the coming years, the Chinese government wishes to explicitly expand the third-level system there with universities of applied sciences in line with the German model and is eagerly searching for exchange opportunities and know-how transfer. Stop two for the delegates: Shenzhen University with 36,000 students. Their host was Shuangchen Ruan,



The delegation from the Augsburg University of Applied Sciences

who is the Vice-President of Shenzhen University and also the founding president of Shenzhen Technical University.

A visit was also paid to the new partner Jinan University, where different forms of cooperation including student and professor exchanges were discussed. Jinan is Augsburg's twin city and has around 6 million residents. The Jinan University campus is as large as a city district. At the end of the trip, there was a visit to Shandong University with 60,000 students. The delegation visited the Vice-President and the three schools for Economics, Electrical Engineering and Mechanical Engineering.

There was a strong desire for long-term cooperation with the Augsburg University of Applied Sciences at all visited universities. The first cooperative projects resulting from the delegation trip for the Faculty of Business are already taking shape: This summer, we will send a professor to Jinan University as guest lecturer. The possibility of a summer school there is also being investigated.

In addition, from winter semester 2018/19, students will have the opportunity to attend English-language courses at Jinan University.

Information: Prof. Dr. Feucht

THREE IN ONE GO

INSEEC Business School is a French partner university of the Faculty and is particularly attractive to students who wish to travel to other European countries in the context of the Erasmus programme. It offers classes in three different locations: – Paris, Bordeaux and Lyon. The students can choose between lectures in English and French from the fields of finances, management and marketing.

Bordeaux is a harbour town in the south-west of France which is shaped by the wine and aviation industries. The campus is located

on the banks of the Garonne river, which is lined with bars, restaurants and recreational facilities. The campus in Lyon is centrally positioned and easy to reach using public transport. Lyon is the capital city of the Rhône-Alpes region and the third largest city in France.

During "Go-International" week, Diana Wong, the faculty's international coordinator, had the opportunity to visit all three locations and further expand networks.

Information: Diana Wong



The participants in the "Go-International" week from Europe, Mexico, Peru and USA with the employees from the International Office of INSEEC.

GRAFFITI FOR A COLOURFUL EUROPE



Photo: Joshua Golde

The SWOP team in action.

More than 15 international students were involved in the "Students Welcome and Orientation Project" (SWOP) graffiti project of the Augsburg University of Applied Sciences. Together, they created graffiti on the topic "60 years of Europe, 30 years of Erasmus" in the underpass at Schülestraße near the school at Rotes Tor. "As the basic element, we chose interlocking wheels, which stand for countries and institutions in Europe", explains Lena Morawietz, student at the Faculty of Business. "In this way, we wanted to show that the European nations and states are strong together and can achieve great things." The SWOP team supports the work of the International Office.

Information: Prof. Dr. Schönfelder

DOUBLE-DEGREES



Two students obtained a double degree in the winter semester: Julia Helfrich and Jean-Michel van Riel. The certificates were awarded by the Dean Prof. Dr. Michael Feucht and the faculty's International Coordinator, Prof. Dr. Wolfram Schönfelder.



Vanessa Owczarek graduated with distinction from the University of Modena and Reggio Emilia. She was congratulated by Dr. Elisa Martinelli (l.) and Lara Liverani.

**WITH JOHANNA HOFMANN,
JUNIOR MANAGER
FOR MARKETING & CONTENT
AT HUBJECT GMBH
IN BERLIN AND ALUMNA
OF THE FACULTY OF BUSINES**



Ms. Hofmann, you studied International Management at the Augsburg University of Applied Sciences and completed your studies in March 2017. Why did you choose this study programme?

At the time, the study programme appealed to me because it has an international focus as well as a practical orientation. It is important to me that language and intercultural skills are fostered during studies. After all, national and cultural boundaries were broken down in the working world years ago. Nowadays, speaking fluent English is expected, and all other languages are definitely a plus. For this reason, I completed a semester abroad in Genoa. The practical orientation is demonstrated by the fact that the professors at the University worked in the private sector for many years and the adjunct lecturers also come from the relevant practical fields and are still active in companies.

Which specialisations did you choose and which semester was the most important for you?

Although important fundamental knowledge is gained in the first semesters, the final semester was the most relevant for me. In the advanced courses, I discovered my enthusiasm for communication, innovative technologies and company forms, which ultimately led me to the electromobility market and my current employer HUBJECT, a joint venture with start-up character. In "Corporate Communication & Business Profiling", I was impressed by the diversity of the lectures and the targeted analysis of the various sub-areas of corporate communication, especially the topics of crisis communication and content marketing.

Definitely the right decision, because I am now working as Junior Manager for Marketing & Content.

In the seminar of the "Innovation Management" advanced module with Prof. Dr. Marcus Labbé, I first dealt with innovative corporate cultures. During literary research, I stumbled upon the area of technology management. I wrote my Bachelor thesis on this topic. Specifically, I studied the evaluation of technology alternatives during the development phase. I would recommend the two advanced modules to anyone who wishes to go in this direction. The contents are very well illustrated and are always worked out in dialogue with the students.

Would you briefly describe your current area of activity at HUBJECT? What are the particular challenges?

At HUBJECT, I am responsible for press relations, social media and content marketing. HUBJECT operates a so-called e-roaming platform via which the different players in the electromobility market are networked in order to enable customer-friendly charging of electrical cars. I specialise in planning, drafting and coordinating our press releases, maintaining relevant press contacts and taking care of our channels in social media. We also wish to rely more heavily on the topic of content marketing. I recently developed the strategy for this. With a team of just under 50 employees, we are now active all over Europe and in the USA, and we will soon also be active in China. There is a lot to do and it usually needs to be done everywhere and, ideally, at the same time! Our employees and their activities need to be as agile as we are as a small company.

I also sometimes provide support with events and campaign concepts depending on where help is needed at different times.

When you look back to the start of your studies, what advice would you give to first-semester students today?

Because I started studying straight after my Abitur (school leaving certificate), I often found it difficult at the beginning to place the lectures within a corporate context. I would advise students to do a trial internship as early as in the first semester holidays. Once you have obtained an insight into a company, it will be much easier to categorise and understand lectures and to reaffirm possible career aspirations. I also recommend attending optional courses outside of the strictly defined curriculum that promote soft skills or cover different subjects. In professional life, it is not only the grades that count. Being able to work in an action-oriented and structured manner and keep your nerve in stressful situations is also very important.

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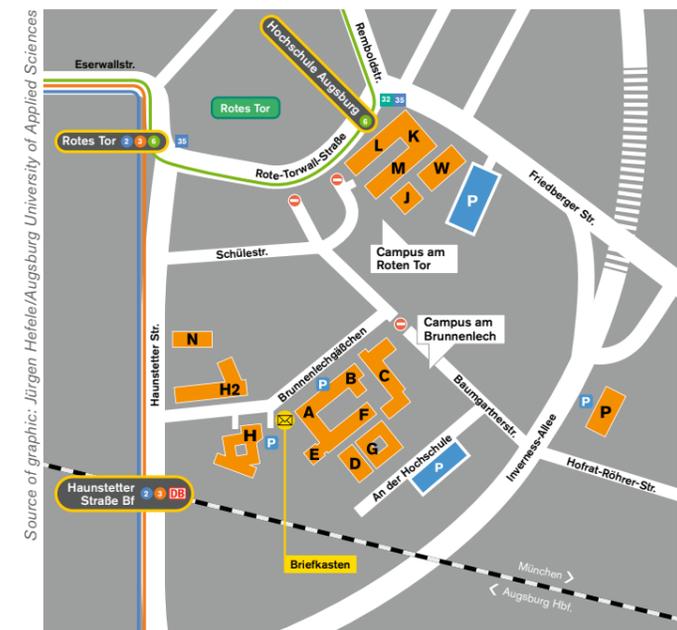
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