



Hochschule  
Augsburg University of  
Applied Sciences

# gP

Summer semester 2017

# BUSINESS

Faculty of Business newsletter

DATEV

**Start-up consultancy  
in practice**



# PLANSECUR

WEIL WIR WERTSCHÄTZEN

## SIE HABEN FRAGEN ZU FINANZEN? GEMEINSAM FINDEN WIR ANTWORTEN.



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» Als Student oder Absolvent der Hochschule Augsburg stehen Ihnen viele Wege offen. Das stellt Sie immer wieder vor wichtige Entscheidungen. Auch finanzieller Art.

- Welches Einstiegsgehalt ist realistisch?
- Mit welcher Gehaltsentwicklung kann ich rechnen?
- Ist eine Berufsunfähigkeitsversicherung für mich sinnvoll?
- Brauche ich eine eigene Haftpflicht- oder Unfallversicherung?
- Wo bekomme ich noch eine vernünftige Rendite bei der Geldanlage?

*Was sind Ihre Fragen? Ich bin gern für Sie da.  
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# Welcome



Prof. Dr. Michael Feucht, Dean

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

**a**n academic course of study in business is intended to convey to students a fundamental understanding of all aspects of our economic reality. This is achieved, on the one hand, by models through which knowledge on the future behaviour of test objects is acquired deductively – based on model hypotheses – and, on the other hand, by the inductive derivation of general cause-effect correlations from empirical observation. Students hereby learn to differentiate between the description of what is observed, the interpretation of the knowledge acquired from this, and, finally, the evaluation of this knowledge. This academic approach does not aim to “prove” facts; at best, hypotheses can be proven false through counterexamples. Rather, the aim is to find the most suitable description of our economic reality, oriented to real decisions. Continuing critical review of research is an important component of the constant pursuit of additional information.

Unfortunately, this traditional academic process is currently being questioned in many countries and, even here, I observe pronounced anti-intellectual tendencies in some parts of the population. These tendencies are expressed by turning the “observe-interpret-evaluate” sequence described above on its head: Based on an

emotional judgement made beforehand, observations that do not confirm this judgement are ignored or even directly contested. Instead, unverifiable claims are spread rapidly via social media. Often, people arguing in this way are not open to a rational, academic discussion. In countries such as Hungary, Poland, Turkey and, since the inauguration of President Trump, also the USA, we can observe defamations against the free press as well as ideology-free, unbiased research and science. This concerns me greatly, because I am convinced that only impartial science can make a significant contribution to solving the challenges of our time – which are, admittedly, complex.

What can we – the university, the faculty, each individual educator – do in order to counteract this unfortunate tendency? Well, first of all, we should continue to consistently fulfil our mission in teaching. Article 2 of the Bavarian University and College Act states: “Through application-related teaching, the universities of applied sciences convey an education that enables students to independently apply academic methods [...] in professional practice”. Of course, this can only be guaranteed if the graduates are able to engage in critical academic discourse. We are therefore obliged to continue to equip them with the right tools to be able to

differentiate facts from “fake news”, derive established knowledge from these facts using academic methods, and represent it convincingly in political discussions. In this way, they can act as ambassadors of our university in Germany and further afield – as intended by our brand essence of “sought-after personalities” – and contribute to strengthening and stabilising our free and democratic system.

The year 2017 will pose a great number of challenges, and not only for the academic world. Let us work together to tackle these challenges. I would like to sincerely thank you for your solidarity with our faculty. Our advertising customers deserve a special thank you for their kind support.

*Yours, Prof. Dr. Michael Feucht, Dean*

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## TITEL PICTURE

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Matthias Riedle, Managing Director at explido·iProspect in Augsburg and alumnus of the Faculty of Business



# News

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## NEW TEAM MEMBERS: ADJUNCT LECTURERS IN SOCIAL COMPETENCE

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In winter semester 2016/17, **Tülin Arslan** took up her position as adjunct lecturer in rhetoric and presentation techniques. After studying business administration at the University of Applied Sciences Würzburg-Schweinfurt and Friedrich-Alexander University Erlangen-Nuremberg, she held a managerial position in various companies, mainly in the automotive supply industry.

She also offered consulting services and support to companies in areas such



Tülin Arslan

as strategic and personnel management, change management, workflow and process optimisation, restructuring, and intercultural management.

In the form of individual coaching sessions, she offered support to junior staff as well as management staff regarding career changes and the development of management skills. Tülin Arslan is currently incorporating her extensive experience into a university-based research process and is undertaking a dissertation project at the Julius-Maximilian University in Würzburg based on the influence of intercultural aspects on managerial behaviour.

**Ninja Hannebauer** strengthens the team of adjunct lecturers in rhetoric and presentation techniques. After receiving diplomas in economics, pedagogy and psychology, she worked as a consultant for personnel development and progressed to become the head of department.

She worked in various different sectors including international media services,

the electrical industry and the financial sector. After a number of years, Ninja Hannebauer, decided to become self-employed and has since been working as a business coach and international consultant for companies of all sectors.

She specialises in executive coaching, management workshops, issues relating to personnel development, corporate culture, change and management.



Ninja Hannebauer

**Susanne Kaßner** is employed as an adjunct lecturer in communication psychology. As the owner of connect+act, she is a self-employed senior consultant and coach, and supports companies in the south of Germany in the fields of change and collaboration. She previously graduated as a psychologist and worked in management consultancy at Accenture



Susanne Kaßner

for almost 20 years. Susanne Kaßner offered consultancy services to global and national companies in Germany, Austria and Switzerland for various challenging transformations. She specialises in change management, management and organisational development. Her slogan is "Strategies, concepts and processes may be great, but it is people who make a real differ-

ence". As a certified systematic business coach, she also supports managers who need peer-to-peer support from a trustworthy partner.

After studying Economics and Social Sciences with a focus on economic psychology and business psychology at the University of Augsburg, **Sonja Rechthaler** began her career in the field of logistics at MEA Meisinger Fachgroßhandel GmbH. She developed her expertise in the fields of logistics and customer service during the many years she spent in a managerial position at Osram GmbH. In various positions with teams both in Germany and abroad, she successfully contributed to the expansion, optimisation and management of the international supply chain of the company.

During her MBA in "Systematic Organisational Development and Consulting" at the Center of Lifelong Learning at the University of Augsburg, she gained the knowledge required to



Sonja Rechthaler

structure change in organisations. At the end of 2015, she opted for a career change and became a self-employed corporate and organisation consultant. She worked in close cooperation with her clients to develop solutions that take strategic, structural and cultural aspects into account. True to her slogan "Diversity can only be met with diversity", she is a sought-after guest lecturer and has been employed as an adjunct lecturer for communication psychology and team leadership at Augsburg University of Applied Sciences since winter semester

## HSAOPS: NEW MASTER STUDENTS

27-year-old **Lisa Kimmich** and 30-year-old **Alexandra M. Ragauskas** specifically decided to study a Master of Applied Research in order to apply the expert knowledge and work experience they had already gained over several years to their research.

**Lisa Kimmich** completed her professional training in personnel services and was subsequently employed as a recruiter of specialist and management staff in the commercial field. She then decided to study a Bachelor programme in International Management at Augsburg Uni-



Lisa Kimmich

versity of Applied Sciences. Here she consolidated her knowledge in the field of supply chain management. She wrote a practice-based Bachelor thesis on "Choosing Procurement Strategies to Reduce Purchasing Costs in the Spare Parts Service of Airbus Helicopters GmbH" in cooperation with Airbus. The research aspect of this Master programme allows Ms. Kimmich to combine her practical knowledge in the field of human resources with her expert theoretical knowledge gained during her

Bachelor programme. She aims to check and, if necessary, optimise the implementation of work processes.

After completing her professional training to become a legal secretary, **Alexandra M. Ragauskas** worked as a freelancer for various industrial companies in the field of dunning and enforcement.



Alexandra Ragauskas

She then decided to do her Abitur (qualification for university entrance) at a higher vocational school before studying Business Administration at Augsburg University of Applied Sciences. She initially specialised in tax and finance and then finished her studies with a strong focus on entrepreneurship, innovation and technology management. She wrote her Bachelor thesis on 3D printing. During the Master of Applied Research, she focused on process analysis in the metalworking industry. She analysed the purchasing, production and distribution processes as well as the links between these processes. She also currently does marketing work at the Department for Research and Continuing Education at the university.

## MARCUS LABBÉ: PROFESSOR OF THE YEAR

Prof. Dr. Marcus Labbé was awarded second place in the business/law category at the German national "Professor of the Year 2016" competition. This competition, which has been taking place since 2006, is run under the patronage of the Federal Ministry of Education and Research and the Federal Ministry for Economic Affairs and Energy. A jury of experts considered 480 nominees and awarded the prize to university teachers who not only teach theory to their students, but who also convey practical knowledge and professional skills that are relevant for future careers. At the university, Prof. Dr. Marcus Labbé is responsible for the "Entrepreneurship,



Prof. Dr. Marcus Labbé

Innovation and Technology Management" specialisation as well as projects in the area of sports management. He was the first professor in Augsburg to do further training to become a Master lecturer/lecturer for continuing education at the Centre for Higher Education Didactics (DiZ) in Ingolstadt, and set up the internationally recognised "International Business and Finance" Master programme.

## AWARD: HR NEXT GENERATION AWARD FOR NADJA MÜTTERLEIN

**Nadja Mütterlein**, graduate of the Human Resource Management Master programme has been presented with the HR Next Generation Award. This award is presented once a year by a jury of ten people to young up-and-coming personnel experts who made innovative achievements at the start of their careers. She is one of the found-

Nadja Mütterlein at the award ceremony.



ing members of a start-up called Remote Talents, which allows companies, employees and freelancers to create a digital and flexible work culture. This start-up promotes the idea of travelling while continuing to work in your previous profession "remotely". Congratulations on your great success!  
*Information: Prof. Dr. Regnet*

# News

## FEDERAL FUNDING: LOGIPICS RESEARCH PROJECT

The project “LogiPICs – Logistical processes displayed as visual language” aims to create a form of imagery that makes elementary storage work in the logistics sector transparent and comprehensible across cultures. This project, which is now starting at Augsburg University of Applied Sciences, should allow new employees to be trained in quickly and cost-effectively. The Federal Ministry for Economic Affairs and Energy is supporting the cooperation with the Fraunhofer Institute for Supply Chain Services SCS by providing sponsorship of € 180,000 for the duration of one and a half years. The logistics sector is booming and there is demand for staff in the warehouse sector, in particular. It is small and medium-sized companies that are mainly affected by this labour shortage. According to Prof. Dr. Michael Krupp, professor at the research group

for optimised value HSAOps at Augsburg University of Applied Sciences, migrants or low-skilled workers could provide relief. However, due to language or educational barriers, it may be quite time-consuming or expensive to train these workers. With a highly competitive logistics sector, there is neither the time nor the means for this training. The “LogiPICs” research project set out to face these challenges. Together with Prof. Michael Stoll, expert in information design at the Faculty of Design at Augsburg University of Applied Sciences, the academics want to work in close cooperation with logistics companies to develop a universal visual language that portrays the process steps as pictograms. To do so, the students first have to identify the main steps of storage work. They then convert these steps to pictures that are clear and comprehen-

sible across cultures. They aim to create a module-based visualisation of logistics processes that can be combined and used in large parts of the sector. According to Krupp, this visual language allows new employees to be trained quickly and accurately. It not only improves the quality and efficiency of operational processes, but also assists jobseekers who have difficulty finding employment and helps to integrate refugees and migrants. **Andreas Schmid Logistik AG, bfz Nürnberg gGmbH, Geis Industrie-Service GmbH, Gruber Logistik GmbH, Jäger & Jäger, Künzler GmbH & Co., Logistik-Cluster Schwaben (LCS) e.V., Social-Bee gGmbH, trilogIQa and Wäschekrone GmbH & Co. KG** are all partner companies of this project.

*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel  
About HSAOps: [www.hsaops.org](http://www.hsaops.org)*

## SAVE THE DATE(S)



Pictures: Ulrike Tielemann

### International Week

From 22-25 May, 2017 guests from partner universities from all over the world will meet at the Faculty of Business again for the fourth International Week where there will be exciting guest lectures and workshops on various topics.

university will welcome over 170 exhibiting companies. A team of 100 students, supported by Prof. Dr. habil. Klaus Kellner and Prof. Dr. Wilhelm Liebhart, are organising and running the event.

### Alumni Meeting

Returning to your former surroundings: There will be an alumni meeting for graduates of the Faculty of Business on 23 June, 2017 from 15.00. All graduates are cordially invited. Just send a short e-mail to [alumni.wirtschaft@hs-augsburg.de](mailto:alumni.wirtschaft@hs-augsburg.de).

### HR Day

The employment world 4.0 is the topic of the 14th Augsburg HR Day on 26 July, 2017. Digitalisation has already significantly changed the way people work together and work

processes. But there are probably further upheavals to come. It is technically possible to replace many jobs. It would even be relatively easy to virtualise the entire operations of a university. But we can hardly expect there to only be a few large virtual universities in the whole world in the future. Of all the things that are technically possible, which of them can realistically be implemented? What are the consequences of digitalising HR work? How would this affect the job market? In addition to addressing these issues, examples of companies that have already implemented new office concepts that allow employees to work together virtually will also be presented.

*Information: Profs. Dr. Regnet and Dr. Stief*

**Firmenkontaktmesse  
Pyramid**  
Wissen • Praxis • Erfolg



The **Pyramid Firmenkontaktmesse** will take place on 24 May, 2017 from 10:00 to 15:00 at the Rotes Tor campus. The

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## STUDENT BUSINESS CONSULTANCY: TEN YEARS OF ACADEMICA E.V.

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For ten years now, the student business consultancy group *academica e.V.* has been an integral part of Augsburg University of Applied Sciences. To mark this occasion, professors, former students and current members were invited to reminisce at the anniversary celebration in winter semester 2016.

The founding members, and in particular founding father **Prof. Dr. Kai Wellner**, were filled with pride. The foundations for the first student council at Augsburg University of Applied Sciences were already laid in 2006. The original idea was to give students the opportunity to gain practical experience as well as theoretical knowledge at the university. The main function of this student business consultancy service is to offer professional and individual advice from the point of view of students from various faculties. This means the society is capable of developing innovative and creative ideas for companies and executing relevant projects. The accession to the JC Network, the umbrella association of student business consultancies, in 2010 marked another milestone in the founding history of the society.

Faithful to the slogan "Enrichment by Partnership", it offers continuous further education, allows students to share experiences and offers a personal network to over 1,700 young consultants. Furthermore, it runs six-monthly workshops and training weekends called JC Network Days. The Career Day, which takes place every summer semester, is one of the most popular events hosted by *academica e.V.* It offers students a platform to network with companies.



One of the most successful Career Days took place under the slogan "How I met my employer". The similarity of the campaign to the popular US sitcom "How I met your mother" aroused interest among students of all faculties. Another project that *academica* has been working on for a while now is a social pro bono project for the "Elterninitiative krebserkrankter Kinder" (parents' initiative to support children with cancer). In this project, the society sells *Zirbele & Augustinchen* as soft

toys. These soft toys, which are modelled on the trademark of Augsburg, the cembra nut, have always been sold at the Augsburg Christmas market and Kittns Piercing. All proceeds from the sale of these soft toys go to *Lichtblicke e. V.* The society donated a generous sum of € 850 to representatives from *Lichtblicke e.V.* at the 10-year anniversary celebration. Everyone who attended the anniversary celebration got to look back at the activities of the society over the past ten years and to look forward to an exciting future for the society.

*Information: Prof. Dr. Regnet*




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### 5TH PLACE IN RSL-SKI FOR AUGSBURG UNIVERSITY OF APPLIED SCIENCES

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This year again, **Prof. Dr. Wolfram Schönfelder** helped Augsburg University of Applied Sciences to come fifth out of a total of 11 universities at the Bavarian university championships. The university ranked 5th place in the RSL-Ski category, 6th place in RSL-Snowboard and 7th in cross-country skiing.



# Practice

## DATEV: START-UP CONSULTANCY IN PRACTICE

As part of a nationwide DATEV pilot project, students of the Taxation advanced module with Prof. Dr. Hans Herrler tried out practical start-up consultancy. Five universities of applied sciences throughout the country took part in this project. As part of the case study, the participants concentrated on an important area of business consulting: start-up consultancy. They took on the fictional role of a tax advisor and learned how they can support prospective company founders in implementing an idea. The case study consisted of three modules in total. In the first part, the participants worked on the sample start-up plan. At the same time, they familiarised themselves with the DATEV programmes for business consulting. The sophisticated "Business consulting" programme contained the subsections company analysis, company planning, private property analysis and private asset planning. This software is

also put to intensive use in consultancy for tax structuring at tax advisors. After almost all participants mastered the first task extremely well, the second module covered the concrete implementation of the case study. The aim here was to develop and present different occasions for consultancy, for example advice on selecting a location or legal form. The budding consultants worked out a business plan using the DATEV tax law database. The results were interesting: The groups arrived at different conclusions. There were significant deviations both regarding the location of

Augsburg – due to the calculated land prices and trade tax rates – and regarding the selection of the legal form. For this reason, there was plenty of material for discussion when the business plan was presented. The students' response was unanimously positive, and they will be pleased to pass on the know-how they gained for student company start-ups.

*Information: Prof. Dr. Herrler*



Students of the Taxation advanced module together with Prof. Herrler.

## SEASON FINALE OF HÖRSAAL DER LÖWEN

After the Business Week and other media partners successfully reported on the event last year, there was speculation on whether the second series could match the success of the previous year. In fact, it actually exceeded it! The lecture hall was completely full and the event was a great success for all involved. The



Participants and jury in the Hörsaal der Löwen.

original idea for the StartUp Thinking event came from **Martin Plöckl**, adjunct lecturer at the Augsburg University of Applied Sciences.

After his Business Administration course, he founded and then successfully sold his own company. "Students should not just develop an idea, but really be hungry for it", says Plöckl. The entrance barriers for start-ups must be lowered. At the moment, there are only around 70 start-ups in the digital field in Augsburg. It is clear that something needs to change in Augsburg – following the principle of "Change

before you have to". The Augsburg University of Applied Sciences is making a contribution. Last year, **Hannes Hetzer** won with a building block idea for Facebook competitions. This year, **Matthias Weissenboeck** secured victory with his idea of turn tables. The concept behind this is that co-working spaces should become more widespread in the private sphere. This year, the jury consisted of **Sina Trinkwalder**, **Michael Brecht**, student **Stefan Rockinger**, **Thomas Poddey** from Pazls.de and **Kerstin Kuffer** from the Forum Media Group. Each member of the jury has already successfully founded a company themselves.

*Information: Prof Dr. Erdmann and Martin Plöckl*



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## FOUNDER ALLAN MUTAGWABA: ORGANIC COFFEE FROM TANZANIA

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After completing his Master in “International Business and Finance”, alumnus **Allan Mutagwaba** was able to successfully start his career: For just over three years, Mutagwaba has been working as a consultant for MHP – A Porsche Company, a leading management and IT consultancy firm. With this, he has laid the financial foundations to realise his dream.

With his entrepreneurial commitment, he wants to give something back to his home country. Inspired by Norwegian friends who raved about the unique Tanzanian coffee, he and his wife Katharina founded MAK Coffee GbR (<http://www.mak-coffee.com>) in 2016. They import fair-trade organic coffee which they purchase from a group of 28 coffee-farming families in the fertile slopes at the foot of Mount Meru in Tanzania. In a small roasting plant near

Augsburg, the three types Meru-Tanzanite, Meru-Rafiki and Meru-Kiboko are produced using different roasting techniques and preparations. At the moment, the coffee is sold exclusively online, but the couple is planning on opening a café in Augsburg.

*Information: Prof. Dr. Feucht*



Allan Mutagwaba with wife Katharina.

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## EXCURSION TO THE RESEARCH & RESULTS TRADE FAIR

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For many years, the who's who of the market research sector have met in Munich at the Research & Results trade fair at the end of October. The participants of the Marketing advanced module – of which empirical research, led by Prof. Dr. Harriet Köstner, is an important component – did not want to miss this. A visit to the trade fair took place on 27 October. Here, the students obtained information on trends and job prospects in the market research sector and attended the large number of workshops and presentations. Many new insights into a previously largely unknown sector as well as offers of internship places resulted in extremely positive feedback from the students.

*Information: Prof. Dr. Köstner*

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## EXCURSION TO KUKA

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At the beginning of December, the students, together with Prof. Dr. Erika Regnet, had the opportunity to accept an invitation to KUKA in Augsburg. KUKA attracted a good deal of attention in the press recently because the Chinese investor Midea acquired the majority of shares in the Augsburg-based robot manufacturer. As a specialist in robotics and automation technology, KUKA is one of the leading manufacturers of industrial robots. This makes the company a trailblazer and co-shaper of Industry 4.0. From a HR perspective, the effects on the employment world 4.0., with its new requirements on employees and management, in addition to human-robot cooperation were particularly interesting. **Stefan Schmid**, Global HR Development Manager at KUKA, explained the principles and tools of leadership at KUKA as well as the changes that are planned or already being implemented to the

participants. He also spoke about practised culture and the challenges of virtual teams. Afterwards, there was an intense debate on whether a uniform culture is necessary or possible and which strategies can be accepted by both managers and employees. During the subsequent tour of the facility, the students had the opportunity to see robots of all different sizes and bearing capacities in the modern factory hall: the “lightweight robot iiwa” (iiwa = intelligent industrial work assistant) was presented in more detail. This robot is extremely flexible, has joint torque

sensors in seven axes and can be used directly in cooperation with humans. In addition to the large robots, everyone was also impressed by the self-driving transport platforms which KUKA produces in different sizes. These represent a further cornerstone of the flexible production facility of the future.

*Information: Prof Dr. Regnet*



Students of the Human Resource Management Master programme in front of the newly constructed main KUKA building.

# Practice

## ETVENTURE: EXPERTS FOR THE DIGITAL REVOLUTION

Guest lecturers **Raffael Schmidt** and **Matthias Potthast** from etventure, a company specialising in start-ups and digital consulting, conveyed important know-how for successful digitalisation processes in companies as part of Prof.



Dr. Marcus Labbé's advanced module "Entrepreneurship, Innovation & Technology Management". During a two-day workshop, the thirteen participants from the Industrial Engineering and Business Administration study programmes

learned a great deal about digitalisation, technological trends and new disruptive business models. "Examples like Netflix and Airbnb demonstrate how

Christopher Flörke, student of the Entrepreneurship advanced module, during the presentation in Munich.

quickly new start-ups can turn entire industries on their heads. It is therefore all the more important that the young professionals of tomorrow know how to evaluate business models, predict technological developments, and tap into new areas of innovation", explains Raffael Schmidt.

The course expanded beyond mere theory – the students themselves had the opportunity to attempt to evaluate a number of business models of well-known companies from different industries. The four best presentations were then given again on the etventure premises in Munich and subjected to the critical view of the two guest lecturers. Specific analysis and evaluation methods from the start-up scene were used in the presented evaluations with the "Business Model Canvas" and the "Blue Ocean" strategy.

*Information: Prof. Dr. Marcus Labbé*

## MASONRY DAYS 2017

With 150 visitors in Ulm, around 300 guests in Memmingen and 100 participants in Deggendorf, the interest in the Masonry Days at the medium-sized group Mein Ziegelhaus was once again very high. Mein Ziegelhaus GmbH & Co. KG, which was founded at the beginning of 2005, is an umbrella organisation currently made up of six brick manufacturers. The group employs around 400 people and its bricks are used in over 10,000 construction projects annually throughout Germany and in neighbouring countries. During the event, which is greatly valued by designers and architects, current topics of the construction industry are addressed and information on the latest developments is provided. Alongside other high-calibre speakers such as Prof. Dr. iur. Axel Wirth, who spoke about the risks and pitfalls of construction law, Prof. Dr. Michael

Krupp also contributed to the great success of the event with his talk on the topic "Potential for optimisation in the construction process". The potential offered by digitalised and standardised workflows in the value-added chain of the construction industry was the main focus of his talk and forms the basis of a research topic being addressed by HSAOps.

*Information:  
Prof. Dr. Krupp*

Unanimously positive response to the Masonry Days.



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**MOLA: INCREASING MOTIVATION FOR SPECIALISTS AND WORKERS IN WAREHOUSES**


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In the context of the research project “MoLa – Increasing motivation for specialists and workers in warehouses”, a toolbox of methods is being developed which helps to establish non-monetary motivational measures for industrial workers in warehouses.

The project is being implemented in cooperation with the Chair of Work and Organisational Psychology at the Friedrich-Alexander University in Nuremberg, the Fraunhofer working group for Supply Chain Services, and the research group for optimised value creation, known as HSAOps, at the Augsburg University of Applied Sciences as leader of the group. Motivated employees are essential for effective and flexible logistics processes. At this time, incentives to increase motivation are usually purely monetary and, particularly in the low-wage sector, get used up rather quickly. Adequate research into non-monetary and intrinsic incentives has not yet been performed. The aim of the project is to increase the motivation of employees in logistical processes in warehouses and thus also improve the quality and efficiency of warehouse processes and the innovativeness of small and medium-sized logistics service providers and shipping agents, in particular. Various non-monetary methods to increase motivation, for example respectful management behaviour in the form of employee and discussion skills or opportunities for development, are identified, described in an easy-to-understand way and evaluated.

For this purpose, different motivational methods intended to be used by operative managers in warehouses are compiled in a catalogue and empirical investigation of their effectiveness is carried out. In this process, data on performance indicators is collected with a benchmarking approach and subjective

direct assessments of motivation and health are provided by the employees and compared. The topic was also examined with students in the “Industrial personnel in logistics – management and motivation” project. To this end, the project group interviewed twelve companies in the region and researched which motivational methods are used in practice. The research project supports the fulfilment of legal requirements. The German Occupational Safety Act stipulates that each company needs to

perform a risk assessment. This needs to assess the physical and mental stress of employees and provide for improvements, if necessary. Currently, the implementation of this standard tends to be neglected in practice. The result of the research project also helps to increase awareness of this source of hazards and improve access to countermeasures also among industrial and unskilled employees.

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



# Practice

## DIGITALISATION: GENERATION ONLINE

The 11th Round Table of the company B4B Wirtschaftsleben Schwaben placed a focus on digitalisation. The question "Digitalisation – a project, a process or a state?" was evaluated from a wide range of perspectives. The participants included expert industry representatives. Prof. Dr. Michael Krupp from the Augsburg University of Applied Sciences was one of them. According to Krupp, the digital revolution does not take effect automatically in companies, and newly employed digital natives do not have a better understanding of the digital world, even though they may be less fearful of it. Nevertheless, as members

of Generation Internet, they are primarily consumers. They use the internet like no generation before them, but do not automatically solve its problems. In Krupp's assessment, this has resulted in a parallel world of specialists. To capitalise on digitalisation, these specialists need to be aided in understanding physical processes in order to be able to use innovative technologies in a targeted manner. Because interdisciplinary approaches are needed here, the Augsburg University of Applied Sciences can provide active support.  
*Information: Profs. Dr. Krupp, Dr. Richard and Dr. Waibel*

## START-UP WEEK: BUSINESS IDEAS FOR NEW COMPANIES

An information event on founding companies took place in November at the Faculty of Business. During the event, different start-ups presented their business ideas and discussed factors for success and future prospects together with interested students from all faculties.

The event was held in the context of the Germany-wide start-up week, the aim of which is to increase awareness of founding companies among students at an early stage.

*Information: Prof. Dr. Erdmann*



Life-long learning guarantees high-quality employees and secures the competitiveness of companies. At the Augsburg

University of Applied Sciences, specialist staff and managers can obtain and broaden up-to-date knowledge on a part-time basis.

### Your contact partners:

Prof. Dr. Erika Regnet  
Nadine Vila

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## UNIVERSITY CERTIFICATE COURSES

University certificate courses are made up of several modules over the course of a year. They include approximately 15 days of attendance. Current courses:

- Product management – Already started
- Controlling – Starting in May 2017
- International management skills
- Marketing, sales and customer management

## IN-HOUSE SEMINARS

The range of in-house seminars offers current, well-founded and practice-oriented information to specialist staff and managers, including:

- Business expertise from all areas of management and economic law
- Marketing, sales and customer management
- Targeted expansion on specialist topics
- Training on management behaviour, social and intercultural skills

In-house seminars and moderated workshops are individually designed and adapted precisely to the requirements of the company. It is possible for the seminars and workshops to be conducted in English for international teams.

## SEMINARS

Open seminars cover topics of business administration, economic law, human resource management and know-how on social skills. The seminars take place regularly at the Technologiezentrum Westbayern (Technology Centre West Bavaria, TCW) in Nördlingen.

You can find additional information on the continuing education courses of the faculty (in German) at:  
<https://www.hs-augsburg.de/Wirtschaft/Inhouse-Firmenseminare.html>



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## FACEBOOK, TWITTER & CO.: COMMUNICATION IN THE SOCIAL WEB

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The Corporate Communication and Mass Media course of the Marketing/Sales/Media Master programme provided a practical insight into the opportunities and limits of social media monitoring.

At the invitation of Prof. Dr. Hariet Köstner, **Carolin Schmidt** from mindline energy GmbH gave a talk on the possibilities and pitfalls of the analysis of data from social networks. The audience in the auditorium was impressed by the complexity of the monitoring and by the fact that monitoring tools are not free, but involve significant investments. Based on keywords they selected, the partic-

ipants learned in a practice-oriented manner about everything that needs to be considered in order to create a good search term. Particular attention must be given to double meanings of words, as was illustrated based on the example of "Hermes". The search term – which is at the heart of monitoring – should be able to clearly identify here whether the parcel service or the Greek god is meant. The participants went home having learned that product managers also need to have a good understanding of flora and fauna – at least when their product is called Jaguar or Puma.

*Information: Prof. Dr. Köstner*

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## VISIT FROM PATRIZIA

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**Dr. Konrad Finkenzeller**, head of institutional investors at PATRIZIA Immobilien AG, provided a captive audience with an insight into the world of property markets. PATRIZIA Immobilien AG acquired the Commerzbank Tower in Frankfurt am Main – the highest building in Germany – for the South Korean corporation Samsung. Using this transaction as an example, Finkenzeller provided an exciting overview of investors, transactions and career opportunities in the property industry.



Dean Prof. Dr. Michael Feucht, Vice-President Prof. Dr. Manfred Uhl, Maximilian C. Mayer, Claus R. Mayer, Prof. Dr. habil. Klaus Kellner (from left).

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## CONTROLLING IN THE AUTOMOTIVE INDUSTRY

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During a guest presentation as part of the Controlling advanced module, **Thomas Hanak**, Head of Controlling & Finance Europe at Faurecia Emission Control Systems, provided an insight into the complex structure of controlling at an automotive supplier. In addition to plant, sales, purchasing and customer controlling, possibilities for starting a career in the automotive industry were also discussed.

*Information: Prof. Dr. Erdmann*

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## PRODUCT MANAGEMENT: PROFESSIONALITY AT DR. GRANDEL

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**Diana Kexel**, a graduate of the Marketing/Sales/Media Master programme, is now a product manager at Dr. Grandel –The Beautiness Company in Augsburg. In a very interesting, practice-based academic lecture, she explained to the current Marketing/Sales/Media students how she applied the marketing knowledge that she gained at the university professionally and suc-



Diana Kexel MA. and Prof. Dr. habil. Klaus Kellner.

cessfully in her career. A few students applied promptly for cooperative degree theses at Dr. Grandel, a sign of the excellent cooperation with the partner company of the faculty.

*Information: Prof. Dr. habil. Kellner*

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## ALUMNI: ENTREPRENEUR CLAUS R. MAYER VISITS FACULTY

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**Claus R. Mayer**, alumnus from the founding period of the Faculty of Business and graduate under the retired Prof. Dr. Fritz Scherer, visited the Augsburg University of Applied Sciences with his son Maximilian. In the years after his studies, Mayer founded the MR Plan Group with headquarters in Donauwörth. Today, his company has additional locations in Munich, Stuttgart,

Berlin, Bremen, Hungary and China. The two men met with Vice-President Prof. Dr. Manfred Uhl, Dean Prof. Dr. Michael Feucht and Prof. Dr. habil. Klaus Kellner to discuss opportunities for cooperation. As a result, the MR Plan Group will have a stand at Pyramid to attract "sought-after personalities" for the company.

*Information: Prof. Dr. habil. Kellner*

# Guests

## DIALOGUE: FOUNDERS AND INNOVATORS

Last semester, a number of renowned entrepreneurs and experts came to the Faculty of Business to present and discuss interesting topics with students such as those specialising in Entrepreneurship, Innovation and Technology Management with Prof. Dr. Marcus Labbé.

The German top manager **Thomas Sattelberger**, member of the executive boards of Continental AG, Lufthansa



Thomas Sattelberger

Passage and chief human resources officer at Deutsche Telekom, is an advocate for diversity management. With his refreshingly open theories, he provokes

powerful elites and encourages discussions among the lateral thinkers of our society.

**Dr. Armin Lau** of Schaeffler Technologies AG & Co. KG devotes his time to the culture of innovation and investigates new fields, generally relating to early recognition and development processes within companies.

**Nikolay Kolev**, managing director of Deloitte Digital GmbH and head of the Deloitte Digital Ventures Service Area deals with the topic "Digital Leadership – Driving the Future of Digital!".

**Philipp Depiereux** also devotes a lot



Philipp Depiereux

of time to the digital transformation. He is the founder and managing director of the start-up etventure, which provides digital consulting services.

In 2008, **Sultan Haider** founded the "Innovation Think Tank" Siemens Healthineers. Since then he has established 10 innovation laboratories all over the world both at Siemens sites and at universities, and has registered more than 400 inventions and patents.

The Augsburg native **Ulrich Wohlfahrt** from the CHARRIER RAPP & LIEBAU law firm held a presentation about product piracy and trademark law.

**Anna Pfefferle** and **Dr. Johannes Lauterbach** from MAN Diesel & Turbo SE represented the world's leading supplier of large-bore diesel engines and turbomachinery for marine and stationary applications. They gave a presentation on how to use sustainable technology and requirements management for the desired product portfolio.

The head of Corporate Intellectual Property at the BSH Group, **Thomas Ulrich**, is responsible for the Intellectual Property global organisation of this international company. During his presentation, he outlined his experience with patent organisations. He focussed on international, intercultural



Thomas Ulrich

and corporate IP management, while discussing the basics of corporate entrepreneurship. For over 20 years, the information security expert **Stefan Staub** of Verimax GmbH has been providing consultancy services for companies of all sizes. He is the founder and managing director of Verimax, a consulting firm that focuses on data protection and information security. He helps his clients to protect themselves against both external and internal attacks.

With their slogan "Do your own thing!", **Maximilian Eller** (Jim's GROSSE KLAPPE GbR) and **Vahid Imani** encouraged discussions between successful founders. Both founders provided clear insights into what it means to take control of your own career – setting out as a freelancer and shaping your career as an entrepreneur. You certainly require a significant amount of courage and self-reflection to become a successful "New Kid on the Block". The bottom line: You can only light the fire for others if there is fire lighting within you.

As part of his presentation, **Dr. Tobias Adam**, discussed various aspects that influence the evaluation of ideas for innovation. These

evaluations lead to some potentially successful ideas being rejected and preference being given to other incremental developments. He



Dr. Tobias Adam

is the Lead Innovation Specialist at Amplify Innovation in Munich. His tasks include the management of international innovation projects and running training courses on various aspects of innovation management at customer sites such as Siemens, Lufthansa, BASF, Bayer and Shell.

**Alexandra Rudl** (bwcon GmbH) is a certified Effectuation Coachess and founder of the start-up dimago. As an external innovation expert employed by the European Commission, she evaluates business plans of start-ups and SMEs from all over Europe. She also leads the innovation programmes area at bwcon GmbH.

*Information: Prof. Dr. Labbé*

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 HR DAY: PERFORMANCE MANAGEMENT IN TRANSITION
 

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The 13th HR Day of the Faculty of Business at Augsburg University of Applied Sciences took place at the beginning of February. The topic of “Performance Management” is currently in a phase of transition. There was a varied programme including presentations from various fields of research from personnel service providers, consulting topics and presentations from the point of view of a personnel manager.



Dr. Laurenz Andrzejewski during his presentation.

**Prof. Dr. Sarah Hatfield** gave an overview of why many people criticise how performance systems are implemented be it due to the overuse of formulas or the lack of relevance. The willingness of some companies to pursue new

ventures, which are characterised by flexibility, quick feedback and deregulation, has led to enthusiasm about simplifying this topic.

Time will tell whether or not these changes will last as values such as objectivity and transparency are still relevant for employee evaluations.

**Bardo Hassemer** gave an insight into the introduction of performance systems from the point of view of a consultant. He highlighted the importance of roles, processes and structures as well as cultural adjustment in organisations. The complexity of the performance system depends on the maturity level of the company. This is based on the level of responsibility that employees and managers can take, want to take or are allowed to take for their actions, their decisions and the structure of business processes. The higher the level of responsibility, the more effective the system for measuring performance and performance management.

**Britta Redmann**, human resource manager of VEDA in the Rhineland gave an outlook to the future, which will be characterised by digitalisation. Employees in virtual workplaces will require more trust and a common identity in the future. Reflecting on past experiences and training to deal with change, as well

as finding people who suit each other as well as the company all help to form this common identity. This means that values should be considered and employees should actively participate in the definition of aims. Regular communication about measures for continuous improvement also plays an important role.

Whether a company is experienced in appreciative and consistent performance management becomes apparent, at the latest, when a decision has to be made about redundancies. “Low performers don’t just fall from the sky”, highlighted **Dr. Laurenz Andrzejewski**. Feedback discussions are sensitive situations for employees, managers and HR representatives that must be carefully prepared for and practiced. To avoid severe personal crises for the employees leaving the company and a lack of motivation among the remaining employees, it is important to hit the right tone. A mutual agreement to leave is always better than a “dismissal”.

**Wilfried Zaremba** from the Holzer Gruppe deals with the issue of whether or not performance management systems should be evolutionalised, revolutionalised or done away with given the fact that psychological illnesses and physical ailments are on the rise among employees.

How is this related to improved performance and have we not overlooked many things or done things incorrectly? Zaremba closed the HR Day with a call for a modern performance management system that is based on the strengths of employees and future-oriented solutions. The next HR Day will take place in July with the topic “Employment world 4.0”.

*Information: Prof. Dr. Hatfield*

# Study

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## MASTER PMG: DR. LAURENZ ANDRZEJEWSKI ON REDUNDANCIES

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In October, 29 up-and-coming personnel experts started the three-semester Master programme in Human Resource Management that is offered in cooperation with the universities of applied sciences in Munich and Landshut. The 25 women and four men were hand-picked following an extensive application process in which students had to stand out from the crowd with a detailed position paper on a topical subject and a face-to-face interview.

What were the highlights of this semester? At the start of December, **Dr. Laurenz Andrzejewski**

was a guest lecturer in Munich. He is renowned for his book “Trennungs-Kultur und Mitarbeiterbindung” (Redundancy Culture and Employee Retention). In Germany he was the first person to explore this topic and is now a committed lecturer. During his Human Resources course, they not only discussed employment legislation in relation to transfers, low performers, dismissals or termination agreements, but also examined personnel policies in these kinds of difficult situations.

The students, therefore, focussed on management at the end of an employment relationship. In situations like these, which are difficult both from a professional and personal point of view, managers expect competent support from HR. It is always difficult to let someone go and this has to be done



in a way that doesn't lead to two years of therapy to rebuild confidence and become fit for work again. Personnel experts should also ask themselves what values are important to them and what they stand for. For example, one participant reported that interns in a DAX company received company cars if they agreed to personally hand over notices of termination.

Last but not least: The remaining employees, referred to as the survivors in the USA, see exactly how colleagues

are treated in difficult situations. If they feel that colleagues are let go in a disrespectful and inappropriate manner, they may end up handing in their notice themselves. If there is no other alternative that is in line with the company's strategy or the employee's career progression, companies must aim to let employees go and to deal with transfers both efficiently and fairly. For this reason, Dr. Andrzejewski and his students drew up a list of what to take into consideration both during the discussion and after the discussion. Who must take action and how?

Who holds this conversation with the relevant employee, when and where is it held, and what exactly is discussed? What are termination agreements? The students then formulated the first five sentences for the conversation, discussed how to justify the termination, and how to deal with the various reactions of those affected by these stressful situations. The students were given important expert input about this serious topic during this unit.

*Information: Prof. Dr. Regnet*

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## MASTER IBF: INTERNATIONAL BENCHMARK PROGRAMME

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The English-language Master programme, “International Business and Finance” (IBF), was kicked off again in winter semester 2016/17 with around 30 students from a large variety of countries including Mexico, USA, Nicaragua, Brazil, Russia, Vietnam, Kazakhstan, Spain, Finland and Germany.

As part of the strategic development programme for the IBF Master, the three-day boot camp in Illertissen castle

has been improved even further: The managing director of Bosch-Siemens Hausgeräte GmbH, **Matthias Ginthum**, came to chat to the students by the fireplace.

In his fascinating presentation, Ginthum explained the strategy of an internationally active global corporation with a turnover of € 10 billion per year and outlined the company's multiple-brand strategy. He then discussed what an international company requires of future

managers. Another example of an improvement was the workshop with the leading European investment bank HSBC. Investment bankers presented the largest Swiss-Chinese deal between Syngenta and ChemChina. Together with the students, they then analysed a real case study under time pressure and drew up a venture capital evaluation.

A further highlight was the guest lectures about international capital mar-



kets, and mergers and acquisitions by **Prof. Bulent Aybar**, who lectures at the New Hampshire University and Harvard Summer School. This also led to interesting discussions about US politics and the economy. Last but not least, we also successfully worked on the reaccreditation of the Master programme. More information about this will be published in the final report of ACQUIN. But we can reveal this much already: This external quality seal has certified the IBF programme in the fields of strategy, management and finance in the past 4 years, making it an international benchmark programme for universities and universities of applied sciences. It appears that the long hours invested and effort on the part of both students and teachers is paying off. This is also reflected in the excellent career opportunities of graduates, in particular in consulting firms, the Big Four, international companies and start-ups.

*Information: Prof. Dr. Feix*



The new IBF Master students in Illertissen Castle.

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## UNIVERSITY FUNDING: IMPROVEMENT OF STUDY CONDITIONS

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After the Bavarian government abolished tuition fees in 2013, this significant portion of the university budget was replaced by “university funding”. Just like the regular budget, this comes from the Bavarian government. However, it is not intended to finance the general running of the university, but to “improve study conditions”.

A university funding commission consisting of the dean, the dean of studies and two student representatives in the faculty council decide how to invest this money. In 2016, the Faculty of Business received university funding of more than € 500,000 in addition to what was left over from the previous year. It is clear that many measures introduced were only made possible thanks to this funding. Last year, the largest spending

block of € 149,000 was paid out as remuneration to university employees. Luckily, we were able to finance several temporary positions, such as that of the international coordinator Diana Wong, and a number of permanent part-time positions with this funding. The second largest spending block of € 62,000 went towards student assistants and tutors. This has two advantages: the improvement of teaching and additional support for subjects that are perceived as being difficult, while at the same time offering students a flexible additional income. € 47,000 was spent on adjunct lecturers and guest lecturers that allow for small groups in subjects such as rhetoric and key competences and offer additional required electives and advanced modules. Excursions were

given subsidies worth € 21,000, and € 20,000 was invested in literature and electronic information media for the library. A total of € 23,000 went towards the purchasing of technical appliances and the materials required for these appliances. The € 10 that students receive each semester in their print account is also financed by this funding. As of the summer semester, the Dean of Studies, Prof. Dr. Sabine Joeris, is planning an additional seminar to teach goal-oriented learning strategies on the basis of neurodidactic findings. This seminar aims to turn committed students into learning coaches. Prof. Dr. Sabine Joeris will consult with student representatives to ensure that this course is financed by university funding.

*Information: Prof. Dr. Feucht*

# Competence

## TAX AND ACCOUNTING

### Expert groups

#### Which professors teach these subjects and what professional experience do they have?

Prof. Dr. Alexandra Coenenberg gained professional experience at the Big Four auditing firms of the industry. She has been working at the Faculty of Business since 2013. Prof. Dr. Hans Herrler worked as a tax consultant and a legal assistant for more than 30 years. After completing his studies and PhD at the Friedrich-Alexander University Erlangen-Nuremberg, he did trainee programmes at a large Bavarian bank and an auditing firm. He then proceeded to set up his own law firm in Rain am Lech as a tax consultant and legal assistant. He has been a professor at the university since 1990. His many years of practical experience in a law firm specialising in tax have been of benefit to him during

his practice-oriented university teaching. He specialises in tax structuring in national corporate tax law. Prof. Dr. Jörg Hoffmann has been employed at the university since 2005. He previously worked at one of the Big Four auditing firms and as a self-employed tax consultant. Prof. Dr. Kalina Kafadar came to the university in 2009. Her previous professional experience lies in corporate accounting for Dax 30 companies.

#### Which competence specialisation areas are there?

In the field of tax, you can specialise in areas such as corporate tax law, tax structuring, personal tax, sales tax, international tax legislation, corporate restructuring law and M&A. In the accounting field, you can specialise in accounting according to the German

Commercial Code (HGB), balance sheet analysis and international accounting (IFRS). Procedural law, company valuation and auditing are further examples of specialisation areas.

#### In which degree programmes is tax and accounting taught?

Both accounting and tax law comprise a substantial part of the International Management degree programme, which specialises in International Accounting and Real Estate Management, and the Business Administration Bachelor programme. The Tax and Accounting Master programme is the main degree programme in this expert group.

#### Are there any practical projects for students?

Students have the option of doing a remuneration optimisation project and a DATEV project in the field of start-up consultancy. Students can complete the DATEV license as a required elective. This entails learning how to use DATEV programmes for processes including financial accounting, annual reporting, income tax and corporation tax returns, as well as tax comparisons.

#### What are the career options for graduates who have specialised in "Tax and Accounting"?

There are career opportunities for graduates in the accounting and tax departments of national and international companies, and also in the field of accounting consultancy. Law firms specialising in tax and auditing firms are also options for those who wish to pursue a career in tax consultancy or auditing.



Image: Matthias Leo

The tax and accounting expert group: Prof. Dr. Hans Herrler, Prof. Dr. Alexandra Coenenberg, Prof. Dr. Kalina Kafadar, Prof. Dr. Jörg Hoffmann (fr.l.).

# International

## DOUBLE DEGREES

Students of the Bachelor programmes Business Administration and International Management and the Master programme International Business and Finance have the opportunity to obtain an additional

qualification from a partner university. In the Bachelor programmes, the requirements for a double degree, aside from above-average academic performance, are 120 or 180 credits completed in Augsburg (depending

on the partner university) and level B2/C1 in the teaching language. Of course, high flexibility and perseverance are also required. At the graduation ceremony in October 2016, six graduates received a double degree.



The certificates of a double degree were presented by Prof. Dr. Michael Feucht (left) and Prof. Dr. Wolfram Schönfelder (right) to Andreas Aumayr, Tamara Herzog, Tamara Pöhlmann and Michael Reinertshofer.



Vanessa Owczarek and Lukas Sonntag received a second Bachelor qualification. Prof. Dr. Wolfram Schönfelder (right) and Prof. Dr. Manfred Uhl (left) were among the first to congratulate them.

## VISIT FROM PARTNER UNIVERSITY MOLDE IN NORWAY

A large group of students from the partner university Molde in Norway visited the Faculty of Business in Augsburg for a few days in October. Prof. Dr. Wolfram Schön-

felder looked after the students. Visits to companies and cultural exchanges were on the agenda.

*Information: Prof. Dr. Schönfelder*



## NEWS IN BRIEF: DOUBLE DEGREE OFFERS

**Roine Viklund, PhD.** from the University of Lulea (Sweden) visited the Faculty of Business in November in the context of Teaching Mobility. Revision of the double degree agreement was one item on the agenda.

**Dott.ssa. Laura Marini** and **Prof. Dr. Wolfram Schönfelder** visited the partner university Montpellier IAE in November to modify the existing agreement.

**Dr. Ana Yetano**, Vice-Dean of the Universidad Zaragoza in Spain, visited in December and developed a new double degree offer together with Prof. Dr. Wolfram Schönfelder. This represents the second agreement with a Spanish university.

## International

### THE MAGIC FLUTE IN THE OPEN AIR: BUSINESS RESEARCH PROJECT FOR THE SAVONLINNA OPERA FESTIVALS

Opera festivals: completely new territory for most of the students taking part in the Business Research project. This type of situation – performing research for a client order without knowing the industry well – is the daily routine of a market researcher. The students were able to learn a great deal through communicative, organisational and, not least, technical challenges. The opera festivals in Savonlinna are a cultural event and tourist attraction well known in Finland and beyond. Contact with Augsburg was made through the long-standing cooperation with **Pauli Lindström** from the partner university Haaga-Helia in Helsinki. Under the leadership of Prof. Dr. Hariet Köstner, the participants in the project dealt with the new strategy of the opera festivals – increasing awareness in the German-speaking countries and

attracting the attention of potential visitors to the festivals. To investigate the entire range of potential measures, analysis of the website, a benchmark analysis and a primary questionnaire, among other things, were carried out. All results were merged with consideration of the limited budget, resulting in a number of recommendations for measures. These were introduced by **Helena Kontiainen**, Marketing Manager of the Savonlinna opera

festivals, in a presentation at the Haaga-Helia University and were the subject of intense discussion. The project came to the conclusion that both the opera and the business research sector are worthwhile alternatives for certain life circumstances!

*Information: Prof. Dr. Köstner*

The project participants together with Pauli Lindström, Helena Kontiainen and Prof. Dr. Hariet Köstner.



### CANADA AND SOUTH KOREA: NEW PARTNERS

The faculty's network in Canada and South Korea has grown continuously, both through personal contacts and through university conferences taking place throughout the world. Two new partnerships have resulted from this network: one with the Université de Moncton in New Brunswick in Canada and the other with Seoul National University of Science and Technology in

South Korea. With 5,000 students, the UdeMoncton has a similar size to the Augsburg University of Applied Sciences. It has an excellent location, offers a varied range of study programmes, and has its own sports centre. The Seoul Tech is over 100 years old with an "On-campus TECHNOPARK" consisting of more than 60 companies. It is therefore particularly suitable for students of the Industrial Engineering Bachelor programme. Last year, a new

exchange agreement was negotiated with representatives of the University of Ontario Institute of Technology at the NAFSA conference in Denver. At the end of January this year, two representatives of the new partner university visited the Augsburg University of Applied Sciences. **Dr. Michael Owen** and **Dr. Douglas Holdway** signed the "Memorandum of Understanding", an agreement on future cooperation with the Augsburg University of Applied Sciences. The University of Ontario Institute of Technology, with approximately 10,000 Bachelor, Master and PhD students, is located in Oshawa, about 55 km away from Toronto on the east coast of Canada. It offers a wide range of business lectures and a large variety of sports and recreational activities.

*Information: Diana Wong*



Diana Wong, Prof. Dr. Anton Frantzke, Vice-President Prof. Dr. Manfred Uhl, Dr. Michael Owen and Dr. Douglas Holdway from the University of Ontario Institute of Technology with Dean Prof. Dr. Michael Feucht (fr. l.).

## Interview



WITH MATTHIAS RIEDLE, MANAGING DIRECTOR OF EXPLIDO»I PROSPECT IN AUGSBURG AND ALUMNUS OF THE FACULTY OF BUSINESS

**You successfully studied Business Administration at the Augsburg University of Applied Sciences. Did your course of studies prepare you for starting your career?**

Yes, definitely. It laid the foundations for my career, in that I was able to obtain valuable knowledge in different disciplines during my studies that were absolutely necessary for management duties in business later. Even then, my passion was marketing.

**When you look back on your studies and the university, what are your favourite memories?**

There are so many, but I look back particularly fondly on Professor Riegl and his interesting marketing lectures. The idea of being able to sell products through good advertising always fascinated me. Because of this connection, we have been offering a seminar for students together with him at the Augsburg University of Applied Sciences for several semesters now. In this seminar,

we show students the newest trends in the field of “digital marketing” and opportunities for increasing awareness of products through the different digital channels.

**Mr Riedle, you are Managing Director at explido»iProspect. What is your usual working day like? What are the challenges?**

The main duty of a managing director in a digital advertising agency is to ensure that efficient and successful in-house

**“GOING ABROAD TO STUDY FOR ONE OR TWO SEMESTERS EXPANDS ONE'S OWN HORIZONS”**

structures and processes can be set up and expanded. This is the only way for an agency like explido»iProspect with under 300 employees to establish itself

in competition nationally and internationally. Daily work is also made up of controlling activities, sales activities and representative tasks at events etc. A special challenge of management is also always to keep the motivation of employees at a constant high level. However,

in light of the highly dynamic day-to-day work of a digital agency, all of this is only possible together with my management colleagues Dirk von Burgsdorff and Andreas Rüttinger.

**So, two other graduates of our faculty are founders and now managing directors of the company. How did this come about?**

After their studies, Dirk von Burgsdorff and Andreas Rüttinger became self-employed with a software agency and training company. An advertising agency with digital background was formed from this.

After my studies, I was first able to gain to gain important experience at a large insurance company before coming together with my former fellow students in 2000 and helping to establish sales at explido»iProspect as managing director.

**What do you recommend to students today for their career path? Do you have tips for prospective marketing managers?**

Today, good marketing combines the existing traditional channels with the new, modern opportunities for communication. The students should therefore attempt to develop a high affinity for current internet technologies and deal with these issues in depth at an early stage. The future is simply digital – and all up-and-coming marketing managers should be familiar with terms such as “Performance Marketing” and “Programmatic Advertising”. Experience abroad is also important nowadays – everything is becoming global. Going abroad to study for one or two semesters expands one's own horizons and improves understanding and knowledge of different cultures.



Dirk von Burgsdorff and Andreas Rüttinger – Managing Directors at explido»iProspect and alumni of the Faculty of Business.

# Service

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www.hs-augsburg.de

## FACTS

### Students

at the Augsburg University of Applied Sciences:	5.594
in the Faculty of Business (incl. IWI and MVM):	1.360
of which:	
BA Business Administration (BW)	463
BA International Management (IM)	370
BEng Industrial Engineering (IWI)	246
MA International Business and Finance (IBF)	62
MA Human Resource Management (PMG)	64
MA Marketing/Sales/Media (MVM)	105
MA Tax and Accounting (MSR)	50

### International exchange programmes

Students from foreign partner universities (incoming):	50
Students at foreign partner universities (outgoing):	42

Status: 14 March 2017

## SITE PLAN



Source: Jürgen Hefe/Augsburg University of Applied Sciences



Facebook



Image film



Inhouse

### Advanced modules in BA Business Administration in SS 2017

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

### Advanced modules in BA International Management in SS 2017

- Corporate Finance
- european Business Studies
- International Marketing & Sales Management

## IMPRINT

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