



**Hochschule
Augsburg** University of
Applied Sciences

gP BUSINESS

WINTER 2020/2021

Sought-after personalities –
Augsburg University of Applied Sciences

New degree program
Business Psychology (B. Sc.)

STUDENTS

at the Faculty of Business (incl. IWI):	1578
of which:	
BA Business Administration (BW)	536
BA International Management (IM)	508
BEng International Management and Engineering (IWI)	310
MA International Business and Finance (IBF)	64
MA Human Resource Management (PMG)	75
MA Digital Marketing Management (MMD)	24
MA Tax and Accounting (MSR)	39
Certificate Economist in Health and Social Sector	7
Certificate Customs and Foreign Trade Management	9
Certificate Logistics Process Developer (Specialization B.Eng. Management and Engineering, extra occupational)	6

**Advanced modules
in BA Business Administration in WS 2020/2021**

- Change Management
- Controlling
- Entrepreneurship, Innovation and Technology Management
- Capital Markets, Financial Institutions and Investment Management
- Product Marketing and Sales Communication
- Auditing and Accounting

**Advanced modules
in BA International Management in WS 2020/21**

- Corporate Finance
- International Marketing and Communication Management
- European Business Studies
- Supply Chain Management
- Human Resource Management
- Management Accounting

Status: 6 October 2020

TITLE PICTURE

Peter Keefer, Partner
at 4C GROUP AG
in Munich and
Alumnus of the
Faculty of Business


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

The economic system would not have survived the pressure from the Covid-19 pandemic since March if it weren't for government support schemes and major stimulus packages. Consumer behavior is not expected to return to pre-crisis levels for a long time. The hospitality and tourism industries may even have to live with long-term changes. And it's not over yet: The second wave has arrived.

As a Faculty of Business, it is our particular responsibility to prepare students for management positions in the economy and society. In the following, I will outline six lessons I personally learned from both this and previous crises, which I plan to emphasize even more strongly in future courses I hold at the University. I am aware that some of the following theories may be controversial and I look forward to constructive discussions on these topics.

1. The economy serves people.

Although this realization may be quite basic, let us not forget that the overriding objective of any economy is to allow all people to live the best life possible, or at the very minimum a dignified life. Our financial economy and monetary systems are just a means to an end and never an end in itself. This means that there should never be an artificial opposition of the economy versus health. Economic activity must be designed in a dynamic way, allowing all people to live and survive in our society. This is underpinned in the principle of care of the modern state.

2. Justice is subjective.

For many people, utilitarian ways of thinking and acting lead to undesirable results. At the very least, a democratic discourse about the society we strive to live in should take

place. How about a little less Adam Smith, Jeremy Bentham and John Stuart Mill, and more Immanuel Kant or John Rawls instead? The principle of equal pay for equal work alone does not work, as was demonstrated in an oppressive manner by the USA. Equal opportunity is a nice idea, but probably demands more effective cross-government communication than before.

3. Not everything can be controlled using market mechanisms.

Various economic crises over the past decades have proven that "the market" does not correctly assess all risks. Events with a very low occurrence probability and high economic costs are ignored in company risk management. For some large risks, the unregulated market does not offer any insurance products.

4. Crises are inevitable in our economic system.

There are many examples of this in the economic history of the past centuries. The implementation of relevant frameworks should, of course, reduce the probability of crises. However it is more important to regulate the impact of a crisis so as to prevent, as far as possible, negative social impacts.

5. The state is an important economic player, but it does not always see efficiency as a criterion for success.

We rightly expect that a modern infrastructure for the primary care of a society be accessible to every individual no matter where they are. The private sector cannot afford this as it demands unprofitable activities, or that redundant structures are developed to prepare for emergencies. This means that it would be a mistake to



Prof. Dr. Michael Feucht, Dean

leave a health system solely in the hands of market powers. If the state steps in as an investor during a crisis, it must ensure that there is an appropriate financial reward for the investments and that there is an incentive for reprivatization in the near future.

6. Each individual is part of society and bears some responsibility.

Personal freedom is a valuable asset. But we don't live in a social vacuum. We are all members of a family, a community, a region, a nation, Europe and the global society. At each of these levels, individual freedom no longer exists as soon as it limits the freedom of others. This is not easy to understand: For at least three decades, the hedonistic fun society has been presented to us as an ideal. It is now more important than ever to reassess our responsibility for others.

The world "after corona" will be a different one and it is up to us to ensure that "different" also means "better".

I hope you enjoy reading our faculty magazine.

Yours,

Prof. Dr. Michael Feucht, Dean

THE (FIRST) CORONA SEMESTER: SUCCESSFULLY MASTERED

As reported in the last gP Business, our Faculty of Business switched to virtual teaching in record time in March. The “new normal” for the professors was to transfer what would otherwise have taken place in the lecture hall to Zoom as quickly as possible. It transpired that this was much more difficult in many respects than had been expected. Firstly, the necessary technical conditions had to be created in “television studios” at home. Monitors were transported home from university offices, all available laptops, cameras and microphones were handed out as needed – in the first few months, it was almost impossible to procure new communication electronics with reasonable delivery times. With great euphoria and a lot of talent for improvisation, we then launched into teaching. Much of it worked very well, but it quickly became clear that it certainly makes a difference whether you are in a room with real people interacting with them or simply speaking into a black camera lens for hours on end, checking the chat messages at the same time and constantly having to verify that the sound and video are coming through in good quality and that you are sharing the correct screen window. Not to mention the young colleagues who had to supervise small children, organize home schooling or keep dogs and cats under control at the same time. When we spoke to one another in the evenings, it became clear: It was tiring! We regularly felt worn out and some of us hoped for a quick return to the lecture hall.

NAHSA: SUSTAINABLE AUGSBURG UNIVERSITY OF APPLIED SCIENCES

Sustainability is an urgent social development task which third-level institutes also need to tackle. The Augsburg University of Applied Sciences has been facing up to this responsibility for a long time in various projects.

In March 2020, it joined the Bavarian Network for Sustainability in Higher Education. The members of this network are joining forces to strengthen sustainability throughout institutions in the fields of governance, operation, teaching, research, transfer and student initiatives. The NAHSA project

However, a lot was also expected of the students. Although it was probably a novelty at first to sit in front of their monitor in pajamas with the camera switched off, they quickly realized that synchronous online learning requires significantly more concentration and the usual 90-minute time periods were much too long for this. In coordination with the students, we then individually adapted the length of the learning units. Due to a change to the University’s general examination regulations at short notice, it was possible in many modules to flexibly define the examination form as “portfolio exam” with essays, presentations, oral exam sections etc. The remaining written tests were performed during the regular examination period under strict hygiene conditions in conference tents set up on the campus. The exam candidates’ behavior was very disciplined and, although this has not yet been statistically evaluated, the examination results seem to be better on average than in “normal” semesters. Due to our well-planned procedure and the laudable behavior of the students, we managed to end the semester on the scheduled date of 31 July – probably the only institution in Bavaria to manage this. The students were very appreciative of the flexibility and speed with which we adjusted to the pandemic situation. We received a great deal of positive and encouraging feedback throughout the semester.

By means of a systematic evaluation, the students were then asked in May and June how they found their situation and what we can improve further in digital education. This allowed us to use the summer to didactically adapt individual modules of the winter semester for online teaching. The course

provides the impetus for anchoring sustainability in the strategic orientation of Augsburg University of Applied Sciences. Internal activities at the University relating to sustainability were compiled and compared with various measures which have already been or are being successfully implemented at other institutions.

The measures were evaluated according to costs and benefits and assigned to the above-mentioned fields of action. For the time being, twelve of the 45 measures identified were prioritized after the first

offers of the DiZ (Didaktikzentrum für die bayerischen Hochschulen, Education Center for Bavarian Universities of Applied Sciences) provide very helpful tips here.

How will things continue? Winter semester 2020/21, at least, will be a mixed semester. Due to the distance and hygiene conditions that still apply, only very limited space is available to us – with 1.5 meter distance between seats, our four largest lecture halls hold 30 people (in two cases) and 20 people (in the other two cases). All other rooms have the capacity to seat between 8 and 12 students. This means that we will only be able to call selected small groups to the campus. We will of course try to offer a “campus experience” to our first-semester students in particular, starting from mid-October with preliminary courses and transitional offers for alternating groups. We will equip individual rooms to allow live streams of lectures from the lecture hall to take place. However, unfortunately, many classes will need to stay online.

Nevertheless, it must be said that all of us together – educators, students and administration staff – have mastered the challenges of the pandemic in an exemplary manner. We made technological advancements that probably would have taken us a decade under “normal” conditions. We learned a great deal, and some things worked so well that they will be maintained even after the pandemic.

Information: Prof. Dr. Feucht

evaluation. These were described in a catalog of measures in terms of their objectives, background and current status at the Augsburg University of Applied Sciences.

The results of the NAHSA project form the basis for a workshop in which all those active in the field of “sustainability” will develop an objective and an implementation agenda for the University.

*Information: Prof. Dr. Krupp,
Dr. Franziska Sperling (HSA_transfer)*

MANAGEMENT CLASSIC: 8TH EDITION

– completely revised and updated

The “Führung von Mitarbeitern” (Managing employees) book has been supporting generations of students, HR professionals and managers since the 1990s.

In 56 individual contributions by distinguished academics and practitioners, the new and revised edition of the book presents current HR and management topics in a concise, application-oriented and well-founded manner.

The concept is well proven and has been widely read. From the beginning, Prof. Dr. Erika Regnet has been involved as co-editor.

New topics:

- New work and the associated changes, including: successful change management (Rafaela Kraus), working world 4.0 (Arnd Albrecht), agile working and management (Sarah Hatfield & Katrin Winkler)
- Current societal challenges, including: Integration of refugees in the labor market (Ellen Boettcher & Max Klasen) and temporary employment – subcontracting – agile project management (Wolfgang Böhm)
- Always relevant management topics, including: Dilemmas in management (Christian Lebrecht)

All existing contributions were fundamentally revised and updated. The book has been available since September 2020.

Information: Prof. Dr. Regnet



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HSA_OPS: NEW PUBLICATIONS

Two publication series of HSA_ops will be continued in winter semester 2020:

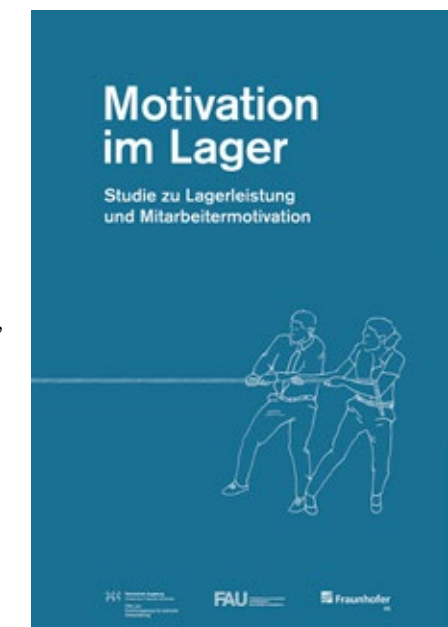
Firstly, the second volume of studies on motivation in the warehouse (MoLa) will be published. The first volume was intended as a manual for team and shift leaders in warehouses and contained approaches for increasing motivation and safeguarding health for these readers. The second volume is aimed at higher-level management and focuses on the meaning of motivation and health for warehouse performance and the success of a site.

Information: “Motivation im Lager – Studie zu Lagerleistung und Mitarbeitermotivation” (Motivation in the warehouse – Study on warehouse performance and employee motivation), self-published, 2020, available from: www.hs-augsburg.de/Wirtschaft/Motivationssteigerung.html

Secondly, the series of Augsburg working documents for material business and logistics is being continued. Edition 3 from 2014 dealt with “process optimization”,

particularly with “methods for visualizing and analyzing processes”. Edition 5 will now continue with this topic and cover “Methods for improving and redesigning processes”.

Information: “PROCESS OPTIMIZATION – Methods for improving and re-designing processes”, self-published, 2020, available from: www.hsa-shop.de/Buecher/



NEW TEAM MEMBERS

Professors



Frank Danzinger

The Augsburg University of Applied Sciences appointed **Dr. Frank Danzinger** as Professor for Digital Business in September.

As a qualified bank clerk, he studied business education and technology management at the LMU and TU Munich. After founding a company in the field of human resource software, he researched the customer interaction competence of industrial goods companies in the context of his PhD at the TU Munich.

Since 2012, Frank Danzinger has been employed at the Fraunhofer Institute for Integrated Circuits (IIS). As deputy managing director of the Working Group for Supply Chain Services and as head of the Department for Innovation and Transformation, his thematic focus is on the development of methods for opening up innovation processes and the research into and development of technology and data-driven business models and ecosystems.

Previously, Frank Danzinger taught at the Friedrich-Alexander University Nuremberg, the VWA University of Applied Sciences, the Salzburg University of Applied Sciences and the Center for Digital Technology and Management in Munich.



Jianing Zhang

Dr. Jianing Zhang studied Mathematics at the TU Darmstadt, the Imperial College London and the HU Berlin. He completed his PhD on stochastic control theory and its applications relating to the evaluation of financial derivatives. Subsequently, he performed education and research in the Research Group for Mathematical Statistics at the TU Munich.

After working in Investment Banking at Dresdner Kleinwort, the Landesbank Berlin and Sal. Oppenheim, Jianing Zhang was most recently responsible as Senior Portfolio Manager at Munich Re for securing credit, deposit and political risks, developing automated risk assessment processes, and business development in digital underwriting.

Since winter semester 2020/2021, Dr. Jianing Zhang is the Professor for Applied Data Science at the Augsburg University of Applied Sciences.

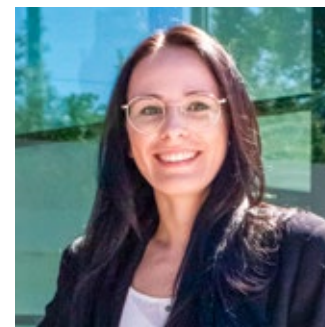
Secretary's Office



Daniela Reif-Schülein

At the beginning of May, in the midst of the coronavirus pandemic, **Daniela Reif-Schülein** started her new job in the Faculty Secretary's Office. She worked in the communications sector in Germany and abroad for many years, most recently working in organization for a large Bavarian seminar provider. Her tasks include supporting the new study programs Business Psychology (B.Sc.) and Digital Marketing Management (M.A.). She also supports the organization of the certificate course "Economist in Health and Social Sector".

Master students and research assistants



Franziska Bartenschlage

After completing her school leaving examination, **Franziska Bartenschlager** studied Computer Science (B.Sc.) at the Augsburg University of Applied Sciences. From the third semester, she combined her academic studies in the I.C.S. support program with practical work at Dematic GmbH, a developer of intralogistics solutions. After her Bachelor program, she started her Master in Computer Science at the Augsburg University of

Applied Sciences. During a semester abroad at the University of Ulster in Northern Ireland, she specialized in "Data Science". After completing her Master in winter semester 2020/2021, she has been working as research assistant in the HSA_ops research group, where she leads the research network of digital supply chains (NetDiSC). She can apply her wealth of experience and her academic research from computer science/data science optimally in this group.



Dennis Fitznar

Dennis Fitznar studied Business Administration (B.A.), specializing in Change Management and Controlling at the Augsburg University of Applied Sciences. Since his studies, he has worked as a freelance SAP consultant and trainer as well as author. In addition to his professional activities, he remained loyal to the Augsburg University of Applied Sciences as adjunct lecturer in production management with a focus on ERP systems. He had his first experience with ERP systems as an intern and working student in Application Lifecycle Management at AUDI AG. His Bachelor thesis at AUDI therefore also focused on validation, optimization and automation of the ITIL event management in SAP SRM.

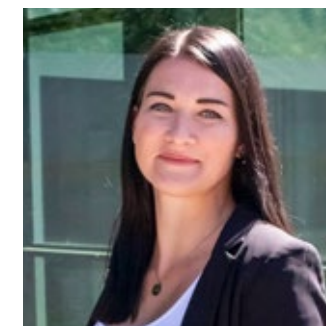
After her school leaving certificate, Lena Kempf completed an apprenticeship as technical drawer specializing in structural engineering and then decided to study Energy Efficient Planning and Building (B.Eng.) at the Augsburg University of Applied Sciences.



Lena Kempf

During her studies, she had the opportunity to gain experience in the fields of lean construction management, project development and project management at one of the largest German consultancy companies in the construction and property sector. Aside from structural engineering, her area of expertise is in the infrastructure sector. Since summer semester 2020, she has been working in the research group for optimized value creation, HAS_ops, in the context of the Master of Applied Research program. She focuses on the digitalization of supply chain processes in the construction industry.

After obtaining her advanced technical college certificate, **Sarah Wachter** decided to embark on an apprenticeship to become an industrial clerk at the company Hilde in Kaufering, Bavaria. Following this, she studied Business Administration at the Augsburg University of Applied Sciences. As her first specialization, she chose International Human Resources during a semester abroad in Szeged, Hungary. Her second specialization was purchasing and supply



Sarah Wachter

chain management. Due to her interest in logistical processes, she worked as a student assistant in the research group for optimized value creation, HSA_ops. She also worked in material management at Bernd Siegmund GmbH during her internship semester, and wrote her Bachelor thesis here on the subject of distribution logistics. Since winter semester 2020/2021, she has been supporting the HSA_ops team as Master student. The focus of her research is on digitalization and supply chain risk management in relation to the Covid-19 pandemic.

Adjunct lecturers

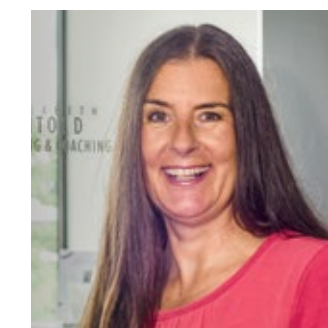


Moritz Grumbach

This winter semester, **Moritz Grumbach** is joining Prof. Dr. Labbé's team in innovation management as adjunct lecturer for business modelling and company valuation. His series of lectures will deal with how to transfer product ideas, business models and market potential from the theoretical to the quantitative sphere with a stringent system in order to obtain reference points for profitability and finance-related company valuation. The focus here will be on subjecting the presented techniques and tools to practical tests based on exercises and example cases and to arrive at independent and methodically founded company thinking. As a trained economist, Moritz Grumbach has more than 15 years of experience in the fields of business modeling, business field development and venture financing. He is the founder and managing partner of Vertum.

Group, a partner-led company and product builder focusing on technology research and project development which has already worked for customers including BMW, Zeiss, Metro and Abott. Before this, Grumbach was the Chief Strategic Officer of a medium-sized AI software company and founded his own startup. In addition, he has been advising and supporting new startups in business development for many years and is a regular author and speaker on topics of innovation and entrepreneurship.

Elisabeth Berchtold conducts seminars and training sessions all over southern Germany, Austria and Switzerland. She regards it as her duty to "support curious thinkers, courageous doers and forward-thinking entrepreneurs in a performance-oriented manner with training and coaching". Elisabeth Berchtold's seminars and coaching sessions cover a range of fields, from personality & leadership to rhetoric & communication. Due to this wide spectrum, she can draw on a broad background of experience for most problems, whether they are company-related, organizational or interpersonal. In addition, through her studies in humanities, she has also acquired sound specialist knowledge in pedagogy, psychology, consulting and diagnostics.



Elisabeth Berchtold

OBITUARY



Prof. Werner Schuierer

The University mourns the death of Prof. Werner Schuierer. The former professor of the Faculty of Business passed away on 21 July 2020.

Prof. Werner Schuierer was employed at the Augsburg University of Applied Sciences from 1975 until the summer semester of 2006. The University extends its sympathies to his loved ones and will honour the memory of the former University professor.

DAILY LIFE OF STUDENTS AND EDUCATORS DURING PANDEMIC

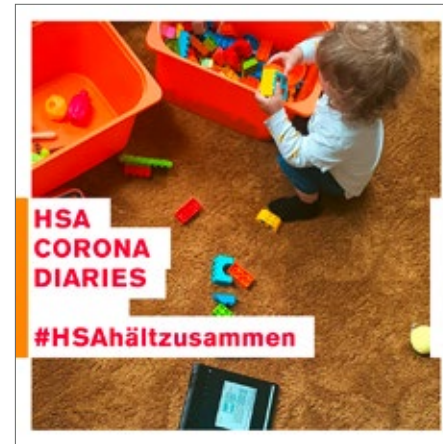
The Covid-19 crisis is posing significant challenges for students, educators and staff of the Augsburg University of Applied Sciences and has changed daily study and work routines. However, even though we cannot study, work and teach together on location at the University at present, the entire University family is sticking together during these difficult times.

In the #HSA Corona Diaries, students, educators and staff of the University provide insights into their new day-to-day life: Students explain how they follow digital lectures from home, employees present their home office workspace and educators show how they prepare digital lectures and seminars.



Lena Morawietz

Coffee break for student Lena Morawietz: Lena is currently working on her Bachelor thesis, as well as pursuing her working student placement, from home. She is also part of the SWOP team, which organized a varied program over the past few weeks with many different online events for exchange students – from game nights to Zoom parties and international cooking challenges. If you want to learn more about the SWOP team activities, have a look on Instagram.



Hannah-Luisa Ender

Studying with a child: Hannah-Luisa Ender gives an insight into her daily life at the moment, juggling studying and childcare. Hannah is studying International Management and Engineering and has an 18-month-old son. She says: "Having a child makes online learning or working from home a special challenge." However, even though it is currently more difficult than usual for Hannah to reconcile her studies with her family life, she views the situation in a positive light: "I am very happy to be able to spend more time with my son."



Prof. Dr. Manfred Uhl

Manfred Uhl is a professor at the Faculty of Business. Since the beginning of the semester, he has been conducting lectures and project courses in marketing and communication management from his home office. His essential tools include an iPad as a virtual blackboard, a high-quality microphone, LED lighting, a good camera and a mobile green screen. Online teaching is working very well and Prof. Uhl enjoys it, but he admits: "As a professor, I miss seeing my students and colleagues in real life."



Alisa Kasle-Henke

Rainbow colors on a rainy day: Alisa Kasle-Henke reports on her work as a lecturer in English-language communication seminars and the "Cross Cultural Management" lecture. E-teaching is a challenge for her, too: "I have learned that online teaching only works well if I meet three criteria: Feedback, dialog and the courage to be vulnerable." Alisa Kasle-Henke is very proud of the students: "They are learning a lot of new things at the moment. The ability to communicate effectively in front of a screen will be a useful tool for them in the future."



Prof. Dr. Klaus Kellner

Prof. Dr. Klaus Kellner, marketing expert at the Faculty of Business, gives an insight into his daily life in these times as a professor working from home. "Contact with students is working very well", he says. "I am pleasantly surprised by how well online teaching is going. Nevertheless, I look forward to delighting the students with 'my marketing' in person again as soon as possible!"

REBECCA RUOFF IN MEXICO

First impressions

On my first day in Monterrey, Luis, my Mexican buddy from the U-ERRE, picked me up. He brought me to my apartment, showed me the university, went with me to buy a SIM card, basic groceries and equipment, and introduced me to Mexican food. I had chilaquiles and limonada natural. I had already found my apartment in advance via the ISE student organization from Monterrey. It's relatively expensive at about 390 pesos, but I have a spacious, fully furnished room with my own bathroom and air conditioning, sharing the large kitchen and living room with my three housemates.



Chilaquiles – Chicken, pureed beans, avocado and egg. Delicious!

My housemates are all from Mexico, so we speak almost exclusively Spanish with one another. In contrast to the well-known Tec de Monterrey, the U-ERRE is very small and easy to navigate. You can attend dance courses or go to the gym for free. In general, you should have good Spanish language skills. Some Bachelor courses are offered in English, but the Master courses are only in Spanish. The professors are very friendly and helpful, and the same goes for the other students. I get an Uber to the university or ride with friends. The Global Crew of the U-ERRE has already organized some welcome parties and many activities.

First interim conclusion

After the first midterm exams – also called parciales here – in mid-February and mid-March, I'm writing my first interim conclusion. The exams have gone very well for me so far. In addition to the essays and presentations, I prepared quite a bit for the exams during the week so that I could make use of the weekends for leisure activities. In general, you have a lot to prepare here during the week for university, but I have the impression that the level is somewhat lower than in Germany. Unfortunately, like a lot of other exchange students here, I struggled with the cool weather and got a cold. The weather fluctuates between about

10 and 35 degrees here in spring, so we had to stock up on sweaters and jackets. However, you can take advantage of the good days and so I went to the Bioparque Estrella near Monterrey with Michi, who also studies at the Augsburg University of Applied Sciences, my buddy Luis and Yssa from Bolivia. In Monterrey, we also went to the MARCO (Museo de Arte Contemporáneo de Monterrey), a modern, interactive museum that has a number of highlights to offer. We climbed the Cerro de la Silla as well. It was a real challenge, but the view from the top was definitely worth it! There were a few birthdays to celebrate too. Here in Mexico, it is a tradition to push the birthday boy or girl's face into the cake. Valentine's Day is also celebrated here as "El día del amor y la amistad", the day of love and friendship.

Second interim conclusion

After four months, I am back with my second interim conclusion. Everything came to a standstill here also due to Covid-19, but I still had the opportunity to get to know a few Mexican places and attractions. Like in Germany, university has moved online.

I finished the first tetramester in April and am now in the second tetramester until the end of August. It's a pity not to be able to get to know people personally in the classes, but the group projects and presentations are working very well. Apart from that, I have tried to do a lot of hiking and to get to know Mexico a little by car. I have been in some small so-called pueblos mágicos, as well as larger cities like Tequila and Guanajuato. One thing you have to try in Mexico is ceviche. I prefer it with cooked shrimps/fish, but you can also have it raw.

I also had my birthday in June and was surprised with typical Mexican gifts such as mariachis, a pastel de cajeta and a piñata.



There is a wonderful view from the Cerro de la Silla.



The typical Mexican birthday cake: Pastel de Cajeta

Conclusion

It is now the end of September and I am going back to Germany in three days. I finished my exchange semester at the U-ERRE at the end of August. One piece of advice that I would give to anyone traveling outside of Europe would be to take two credit cards and keep them separate.

Having a credit card sent from Germany takes time and is not totally safe. It happened to me that I lost my purse and my credit card was also swallowed by a faulty ATM once. Thanks to my other credit card, I was able to block the lost card and still had access to cash and a credit card for Uber or other internet activities, for example. Another tip: Try new things! I tried a wide range of dishes, some of which I liked and some I didn't. Something that was a great help to me in general was that I already spoke fluent Spanish before my time abroad. Like in other Latin American countries, many Mexicans speak little or no English. You can get by OK with English at the university and in tourist locations, but I felt safer with Spanish and I would not have been able to make many contacts or have many experiences without my language skills. Therefore, I can only recommend taking some Spanish courses before a semester abroad in Latin America. Overall, Mexico is a fascinating country with many facets. You can find deserts, big cities, beaches and sea, history and culture. I am happy to have been able to spend my semester abroad in such a wonderful country.

PROLOGCLOUD: DIGITALLY NETWORKED MANUFACTURING WITH INTELLIGENT PROCESS LOGISTICS

Transparent, self-controlled manufacturing is the central vision of Industry 4.0. Batch sizes of 1 should be enabled in this way. Science Fiction? Not at all! Technologies enabling this are developing rapidly, but when will they be cost-effective? This question is the focus of the “ProLogCloud” project. An intelligent manufacturing concept that replaces linear manufacturing processes with flexibly linked manufacturing islands is being developed in this research project. To ensure the required performance and flexibility of the manufacturing concept, all individual processes are first analyzed, optimized and harmonized with one another. Interlinked manufacturing positions should be less dependent on the output of the preceding stage. At the same time, standstill times of the machines and buffer inventories should be reduced. Driverless transportation systems as well as automated loading and unloading options for manufacturing cells will be used to handle the intralogistics required for this. Initial findings have shown that compromises need to be made: If the interlinked line production is broken up, buffer inventories occur between the individual manufacturing steps. It is uncertain whether inventories between the production steps are higher in this case than inventories of finished products with large production batches, and this question needs to be considered. To be able to outsource to systems running in parallel in the event of a machine failure, these systems cannot be fully utilized. Inefficiencies, and therefore questions about

the total cost, also arise here. For this reason, so-called “use cases” are being worked out in the project to investigate and assess the reaction of the total system with respect to feasibility, susceptibility to faults, required components and costs/benefits. The flexible interlinking of production islands and the automated process logistics require a central control platform that can be integrated in the existing IT architecture. Priority-controlled planning of jobs takes place via specified interfaces to the inventory management system, the individual production systems, the transport system fleet manager and the ERP system. The coordination of all processes allows all goods movements of raw materials, from semi-finished to finished



Driverless transportation system in use.

products, to be tracked and documented so that a virtual image of the production environment is created. The increasing connectivity of industrial components associated with the cloud technology also poses a range of risks. A holistic cyber security system is therefore essential. A threat analysis was performed first to identify potential attack and risk scenarios and define possible protective measures. Security standards such as IEC 62443 were relied upon here. Specifically, the effects of network attacks on the control units running in real time were analyzed. It became apparent here that simple network attacks can have significant impacts on the execution of a critical control program. Appropriate protection, e.g. isolation of the program on a co-processor, is therefore considered essential for secure operation.

Using initial results, a demonstrator will be constructed at the TTZ (Technology Transfer Center for Flexible Automation and Cooperative Robotics) to allow test sequences to be performed before use in real industrial operation.

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

COMMERCIAL TRAFFIC IN THE CITY CENTER

In the past number of years, greenhouse gas emissions have remained almost the same in goods and passenger traffic (1990: 164 million to CO₂ / 2018: 163 million to CO₂). More efficient vehicles and highly efficient logistic processes have merely managed to keep emissions stable with increasing traffic capacity. However, with respect to the absolute number, the traffic sector is coming under increasing pressure. This also impacts the emission-sensitive area of city centers, in particular. Together with the City of Augsburg, the HSA_ops research group worked on achieving an environmentally sustainable traffic situation in the Augsburg city center. Two years ago, the master plan for sustainable and emission-free mobility for the city of Augsburg was published. It contains focal measures for reducing the NOx emissions and defines concrete areas

of activity and projects. One of these areas of activity is commercial traffic, for example caused by courier, express and parcel services. Information on traffic behavior was needed to identify optimization potential here.

However, an analysis of traffic behavior was not possible with the data available at the time. For this reason, a project for collecting meaningful data was initiated together with the City of Augsburg. The results provide the basis for a traffic model in relation to commercial traffic. Based on expert interviews, in-depth research in literature and presentations from other towns and regions, initial recommendations for action were derived for potential mobility concepts, with the aim of supporting sustainable design of urban logistics. These recommendations are currently being developed further in

workshops. One focus here is on the possibilities of cross-service pilot projects.

The project was conducted under the leadership of Prof. Dr. Florian Waibel. Together with Prof. Dr. Harriet Köstner and the two research assistants Nina Klein and Tobias Merkle, an important contribution to achieving sustainable and lower-emission mobility in Augsburg was made with an interdisciplinary approach.

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

DATEV LICENSE

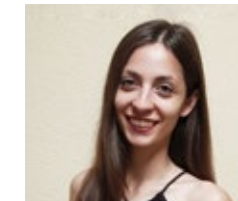
For the last two years, the Augsburg University of Applied Sciences has once again been offering a preparation course for the DATEV license, which is now obtained by 1,000 students per year in Germany. The 15 best graduates are honored by DATEV on a regular basis. This year, we are very pleased to report that two students from the Augsburg University of Applied Sciences are included in the 15 best graduates: **Vanessa Gonçalves da Silva** and **Siegfried Eisele**. Because a personal handover was unfortunately not possible due to the coronavirus pandemic, they received their certificates and a prize from DATEV in the mail. Preparation for the DATEV license represents an important addition to the “Taxation and

Accounting” specializations. The increasing digitalization will result in significant changes in the tax consultancy profession. Routine tasks, such as the preparation of simple tax returns and declarations and the posting of receipts, will no longer be necessary and will be replaced by more creative activities. The ability to communicate and network within teams is gaining in importance. Not only individual tasks of tax consultants will be digitalized, but also complex processes, including cooperation with the company receiving consultation. The preparation course shows how to get there.

Information: Prof. Dr. Coenberg



Siegfried Eisele



Vanessa Gonçalves da Silva

EVANGELICAL-LUTHERAN CHURCH WUERTEMBERG: EMPLOYEE SURVEY

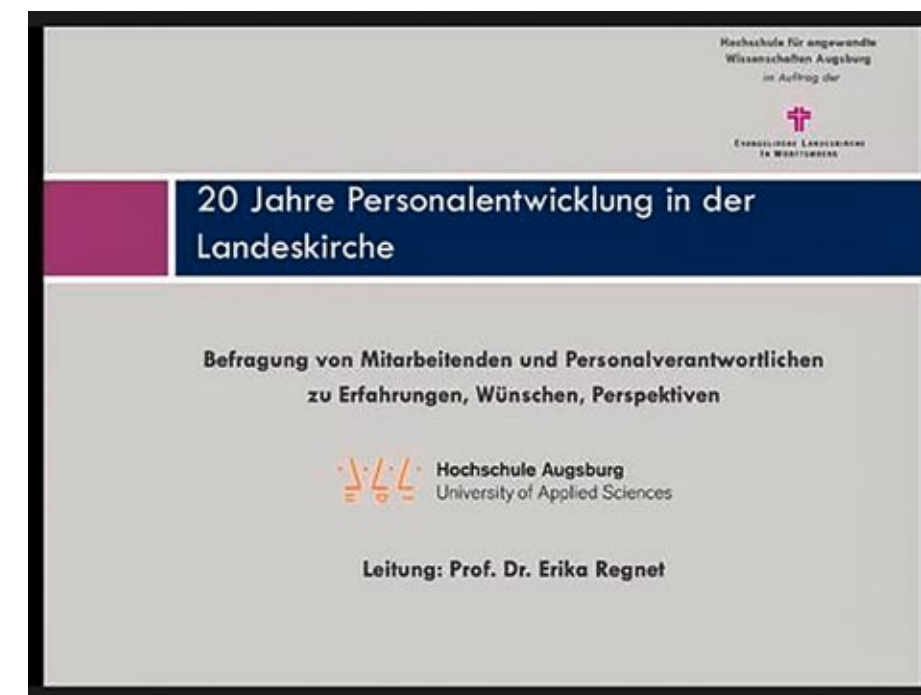
For about 15 years, the Evangelical-Lutheran Church has regularly offered students the opportunity to work on project topics in groups or individually for their thesis. This semester, the project was a survey of the more than 20,000 employees of the Church. In addition, the results were to be compared with previous surveys from 2008 and 2016.

The coordination and preparatory work was carried out by Prof. Dr. Erika Regnet in cooperation with the responsible parties in the Superior Church Council, particularly the project leader **Ursula Kress**. The students were to be tasked with evaluating the results and preparing them for a presentation, comparing them with the previous surveys to identify trends and evaluate measures, developing HR policy recommendations for the Church, and representing them in a presentation to the expert committee and managers in Stuttgart in July. And then, in March, the coronavirus crisis hit: The employees – e.g. teaching staff in educational institutions, daycare workers, medical personnel and carers in hospitals and retirement homes – were to receive the information with their pay slip in mid-March. An online questionnaire and a print questionnaire were offered to reach as many people as possible. However, instead, everything was closed and the employees were sent home. The new refrain was “Stay at home”. Anxious days followed: Did enough participants and managers participate to allow meaningful evaluation of the survey results? Or would the project have to be stopped? A decision was quickly made to extend the survey period by four weeks and publish corresponding information in the

Church’s intranet. Then came relief: With 2,500 responses, significantly fewer people took part than in the last survey, but there were enough respondents to allow meaningful detailed analyses for both employees and managers in all roles and age groups. The students were pleased. **Ursula Kress**, representative for equal opportunities and personnel development in the Evangelical-Lutheran Church Wuerttemberg, presented the project and the expectations on it, listened to the interim presentations, explained the many special features of the Church as

employer, and, together with her colleague **Stefanie Beck**, supported the students with plenty of tips. Her predecessor **Dirk Werhahn**, who supervised the earlier surveys, also got involved and explained the vision of PE Digital with an accompanying app. Due to the coronavirus situation, the results presentation did not take place in Stuttgart. A video conference was held instead.

Information: Prof. Dr. Regnet



TRANSFER PROJECT: BIKE-FRIENDLY TOWN OF FRIEDBERG

Bikes are one of the most environmentally friendly modes of transport. However, there is still some work to be done in terms of bike friendliness, whether it comes to arriving safely at your destination when travelling in traffic or being able to use a well-developed bike path network in your leisure time. In the Bavaria 2025 bicycle traffic program, the Free State of Bavaria described potentials and focus points and, among other things, also called on the Bavarian municipalities to develop and implement measures on location. The town of Friedberg set itself the aim of becoming a bike-friendly municipality. In the context of the “Bike-friendly town of Friedberg” transfer project, students of the Faculty of Business at the Augsburg University of Applied Sciences, under the leadership of Marjan Isakovic M. Sc. and Prof. Dr. Michael Krupp, developed a concept for measuring the so-called modal split, i.e. the use of different modes of transport. To increase the proportion for bicycles and to respond to local demand for improved infrastructure, the town council in Friedberg decided in November 2018 to enter the AGFK (working committee of bike-friendly municipalities, Arbeitsgemeinschaft fahrradfreundliche Kommunen). The town

of Friedberg now has four years to develop a comprehensive catalog of measures for improving bicycle infrastructure, among other aims, and thus to achieve the status of a bike-friendly municipality. Initial measures have already been developed and implemented.

As the basis for further improvements, the responsible parties from the Friedberg municipal administration need the so-called “modal split”. The modal split shows the proportion of alternative modes of transport: cars, public transport, bikes and pedestrians. This data is usually obtained by counting or surveys. First, decision-making tools were developed for both methods. In addition, the prevailing geographical and topographical features were analyzed to be able to deliver a more qualified assessment with respect to the requirements on the modal split determination procedure in the entire Friedberg urban area. Ultimately, a survey was the chosen option because it allows general questions on mobility behavior and on assessment of the infrastructure to be incorporated as well. The questionnaire that was developed is based on the standards for modal split surveys in the municipalities that

are members of the AGFK Bavaria. The special situation during the COVID-19 pandemic has a significant effect on the actual and perceived mobility behavior of citizens. Therefore, the survey was postponed until summer 2021. Together with the **town of Friedberg**, HSA_ops will collect data and evaluate the obtained data in two follow-up projects.

“Bike-friendly town of Friedberg” is supported by HSA_transfer – a project of the Augsburg University of Applied Sciences in the context of the federal and state “Innovative University” support initiative. The Augsburg University of Applied Sciences has therefore received the opportunity to further develop its transfer activities and strengthen its transfer profile in cooperation with partners from business and society.

*Information: Prof. Dr. Krupp,
Marjan Isakovic, M. Sc., Faculty of Business,
Lena Jaschke, HSA_transfer*

*www.hs-augsburg.de/HSA-transfer/
Regionales-Service-Learning/
Fahrradfreundliche-Stadt-Friedberg*

NETDISC: START-UP SUPPORT

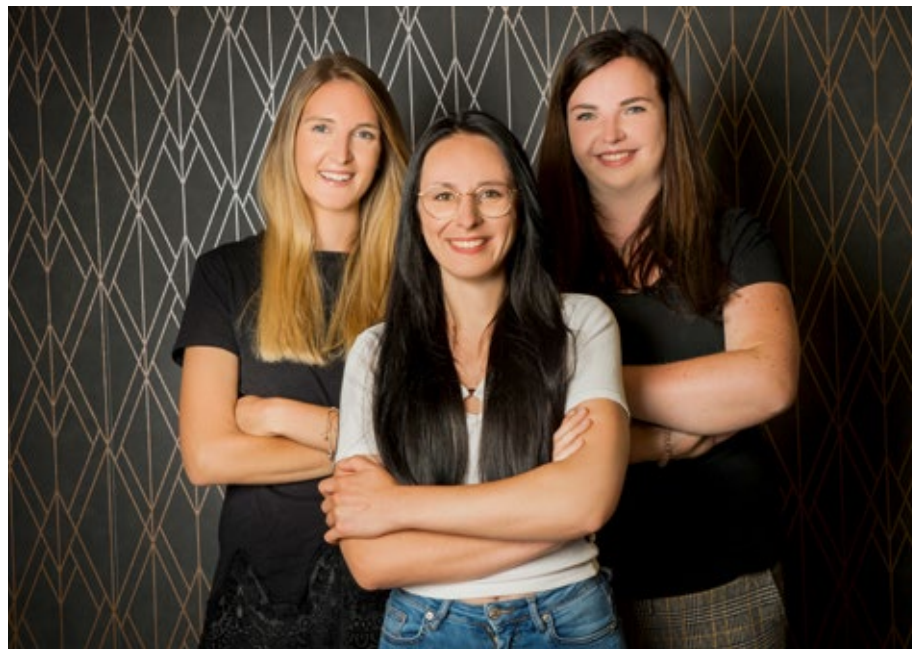
VisioTec is a start-up idea that originated from the Think-a-thon at the transport logistic trade fair in 2019. The idea is to fully utilize the cargo space of trucks using artificial intelligence and augmented reality. This alleviates capacity problems and reduces the emissions per transported ton.

The entrepreneurs in the start-up team complement one another perfectly: **Franziska Bartenschlager** completed both her Bachelor and her Master degree at the Augsburg University of Applied Sciences in the field of information technology, specializing in data science. **Ramona Sandvoß** and **Saskia Reuter** successfully graduated from the Business Administration Bachelor program at the Augsburg University of Applied Sciences with different specializations. Ramona Sandvoß specialized in the areas of logistics & supply chain as well as finance & controlling. Saskia Reuter focused on the area of HR & change management as well as marketing & sales. The relevance of the business idea was confirmed at the transport logistic trade fair, winning first place in the Think-a-thon. VisioTec was one of the top 8 participants in the Swabian business plan

competition in 2019. Now, the start-up is being supported in the scope of the NetDiSC research project. The founders are receiving the opportunity to hone their idea further and adapt it to the target market. Exactly in the research focus of

the “digital supply chain”, they complement the subprojects in NetDiSC ideally.

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



From left to right: Saskia Reuter (CEO), Franziska Bartenschlager (CTO) and Ramona Sandvoß (CFO)

BRAND MANAGEMENT: UEFA EURO 2024

Many football fans are already looking forward to 2024, when Germany will host the European Football Championship. The European umbrella organization UEFA and the German Football Association (DFB) are already preparing for the UEFA EURO 2024. And three students from the Augsburg University of Applied Sciences are right in the middle of it! They are supporting the preparation team with brand management and the sustainability of accompanying projects.

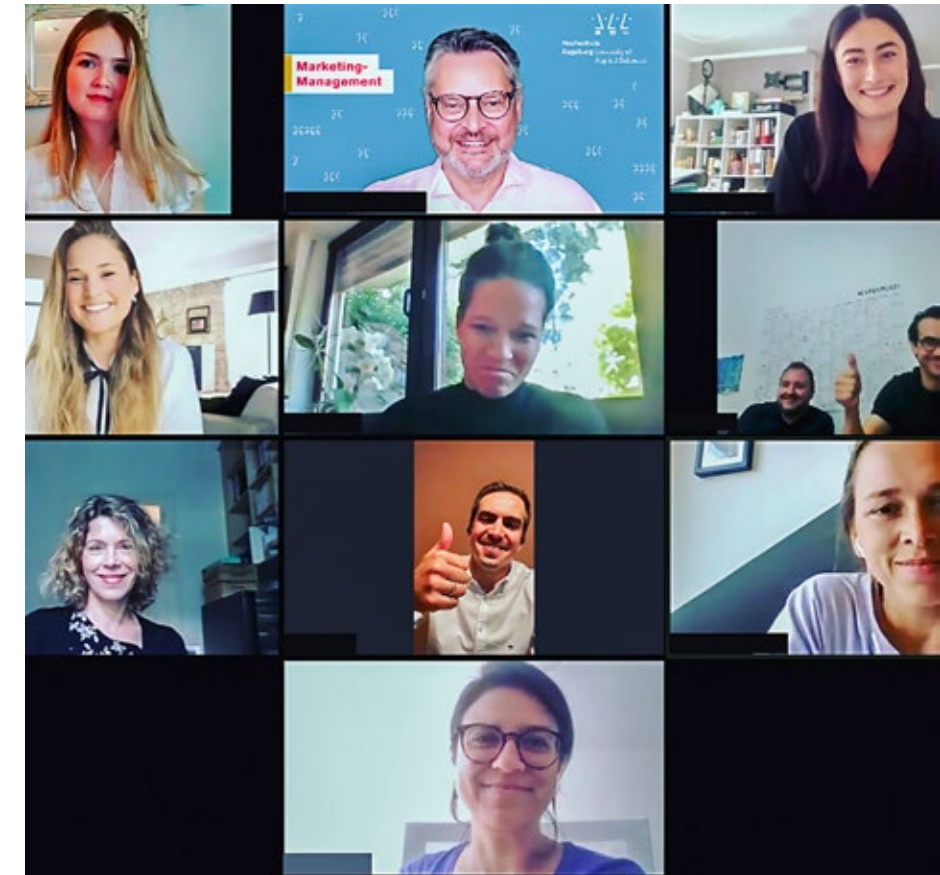
Jessica Matt, an “International Management” Bachelor student, addressed the question of whether and how UEFA EURO 2024 can become a sustainably managed brand. She analyzed the boundary conditions and worked out recommendations for identity-oriented brand management. Based on academic knowledge about corporate social responsibility, **Janina Hager** and **Marina Juric** from the “Marketing/Sales/Media” Master program developed a system for assessing sustainability dimensions of project ideas relating to the European Championship. This aided the organizers in selecting suitable accompanying projects.

Unfortunately, due to the coronavirus situation, the results presentation could not take place at the DFB headquarters in Frankfurt. However, the plus side of this was that all responsible parties and persons involved in the project were able to participate in the Zoom conference due to the lack of space

GFO: IN CONTACT

The Faculty of Business has been an institutional member of the **Gesellschaft für Organisation e. V.** (gvo, society for organization) for one year. This community addresses current issues of organization design and provides platforms for public discourse: Nationwide in Germany through the well-known annual conference for organization, as co-publisher of the zfo magazine, and regionally via the many regional groups in which research and practice are combined.

The Augsburg regional group is led by Prof. Dr. Sarah Hatfield and has experienced three very different events since being set up last fall. The most recent event took place in July with the slogan “Never miss a good crisis! What can we learn from the new reality?”. This event was held in the form of virtual fireworks on the iRooms platform: In the check-in area, questions could be asked about the event or the lobby could be



constraints. The two prominent ambassadors of UEFA EURO 2024 were guests of honor: long-time national player, Champions League winner and European master **Célia Šašić** and **Philipp Lahm**, many-time German master, Champions League winner and captain of the 2014 World Cup team. Together with these two major sports per-

sonalities and experts for sustainability and communication of the DFB EURO GmbH, the students discussed the results of the project and therefore contributed a small component for the 2024 European Championship in Germany.

Information: Prof. Dr. Ubl

used for a good chat. Enjoyable documentation possibilities through concept boards were available to the moderators in breakout sessions. Support offered everything that was needed, even an emergency telephone in case someone got lost or locked out of the rooms. In addition to the outstanding technology, which provided many digital communication options, there was enough room for reflection. In an excellent introduction in these eventful times, **Frank Lafos** and **Regine Hinkelmann** spoke about building up a culture of trust in virtual teams and organizations and discussed this with the participants. **Matthias Uebel** and **Robert Vogel** outlined how it is possible to get involved in a virtual innovation project with complete strangers using design thinking methods and to bring creative product ideas to the first development stage – all completely in digital form. **Tamara Chmielewski**, adjunct lecturer at the Augsburg University of Applied Sciences, reported with the students of the “Transformation

Design” Master course on the intensive process of triggering societal transformation in the virtual space based on the U theory according to Otto Scharmer.

The gfo events are designed so that every participant can be involved in shaping, organizing or making a contribution in terms of content – depending on their interest in topics and desire to get involved – so that a very lively community is created. If you wish to receive notifications on the gfo regional meetings, please feel free to contact wps.wirtschaft@hs-augsburg.de with the subject “gpo connects” or subscribe to the newsletter under <https://gfo-web.de/newsletter>.

Information: Prof. Dr. Hatfield

RESEARCH GROUP FOR OPTIMIZED VALUE CREATION - HSA_ops



From left to right: Prof. Dr. Peter Richard, Prof. Dr. Michael Krupp, and Prof. Dr. Florian Waibel.

Which professors are members of the research group?

The research group for optimized value creation at the Faculty of Business of Augsburg University of Applied Sciences, HSA_ops, is made up of three full-time professors and seven research assistants.

Which issues and research projects does HSA_ops work on?

Since 2010, the HSA_ops has been dealing with issues in the local and national economy. The professors apply knowledge gained during their many years of practical experience and combine this with the latest theoretical findings.

Their work mainly focuses on process optimization, lean management, change management and the optimization of the IT landscape. Last year the group also investigated sustainable business models and supply chains.

They regularly carry out research projects in cooperation with partners. The group is currently working on the following projects:

- Increasing motivation among skilled and unskilled warehouse workers in the field of logistics – MoLa (2016 – 2018)
- Logistical processes in picture language – LogiPICs (2016 – 2018)
- Transparency in production processes – TRiP (2018 – 2019)
- Network for digital supply chains – NetDiSC (since 2018)
- MoLa Development circle (since 2018)

You can find further information and the final reports on the HSA_ops website (www.hsaops.org).

The research group offers a continuing education program for people working in the logistics sector even if they do not have a university entrance qualification. What are the advantages of this?

The part-time “Logistics Process Developer” certificate course is aimed at skilled workers with a relevant vocational qualification and at least one year of professional experience in the field. This continuing education program, which is one of a kind in Germany, allows participants to further develop logistic competences and to expand on specialist and methodological knowledge in the area of

process optimization. Methods, structured concept-based procedures, the basics of IT, management qualifications and the basics of law are at the core of this practice-oriented program. Operational department employees with a strong practical focus can acquire the skills they require to independently enhance processes in line with the overarching goals of the company.

“Customs and Foreign Trade Management (CFTM)”, which was developed in cooperation with Prof. Dr. Alexandra Coenberg and Susanne Drews-Sollinger (ITW) and began on 15 October, has been added to this certificate course in winter semester 2020/2021. We also plan to further expand our continuing education offerings.

HSA_ops is also socially active and involved in various interdisciplinary activities. Which projects is the group working on in this area?

As part of the HSA_transfer project, the research group carries out a number of interdisciplinary activities. This includes projects that create added social value. In the field of sustainability, the HSA_ops is helping to develop and implement new mobility concepts, for example in the “Bike-friendly town of Friedberg” project and by developing a goods transportation concept for Augsburg city center. This winter semester, the “sustainable management” course and the course on sustainability prospects in the region focus on more general topics. Members of the HSA_ops group are also using their expertise in ERP systems to help the Greifenberg Institute of Organology to document historical production processes in a modern way.

In addition to its core expertise in the field of logistics, the group is also active in other fields: Since 2019, they have been mentoring the “reading island” at the Vor dem roten Tor elementary school, thus encouraging kids to read at an early age and promoting reading as an important aspect of culture. Back in 2014, the HSA_ops donated 16,781 euro from student semester projects to the Plan Deutschland e. V. aid organization.



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 for vocational training after graduation for specialist staff, managers and up-and-coming managers in a number of ways.

In-house seminars

The range of inhouse training courses comprises seminars on all business administration and legal topics. These are individually planned and conducted in cooperation with the customers.

Seminars

Compact individual seminars on current issues are very suitable for obtaining new know-how and quick updates in the event of changes. These seminars take place at the TCW Donau-Ries Center for Continuing Education in Nördlingen, an affiliated institute of the University.

Certificate courses

Part-time, compact certificate courses to reinforce knowledge of a certain subject area have a modular structure and can be booked flexibly. They extend over a year. It is possible to obtain a university certificate in addition.

Economist in Health and Social Sector

In this course, the participants learn how to think as entrepreneurs, acquire profound business administration knowledge of the methods involved in cost and price calculation and economic efficiency calculations, and gain know-how for designing efficient work processes and employee management. This enables them to make decisions on a specialist and economic basis, and to systematically implement these decisions.

Key contents are:

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

Target group: Specialist and management staff in health and social sector who will require enhanced business administration know-how and management skills due to increased responsibility within the company because they are to take on leadership functions or would like to qualify for senior positions.

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

The next certificate course will begin in April 2021.

All courses are also offered as online seminars.

Information (in German) and registration under weiterbildung.wirtschaft@hs-augsburg.de

Controlling

This certificate course comprises a total of 14 seminar days from March to November 2021. It is also possible to only attend a selection of courses to refresh your knowledge in certain subject areas. The courses will take place at the TCW in Nördlingen. Professors from Augsburg University of Applied Sciences with practical experience will hold the seminars.

Target group: Specialist and management staff from all company departments who want to improve or refresh their know-how in the area of controlling and company control due to increased responsibility within the company.

Current courses:

23 March 2021: Introduction to Controlling
19/20 April 2021: Instruments for Planning and Budgeting (Prof. Dr. Sabine Joeris)
Course information (in German) and registration under <https://tcw-donau-ries.de/weiterbildung/zertifikatskurse/>.

There will be a personal online information event on 12 January 2021 at 17:00. Please register by sending an e-mail to Manuela.Jenewein@tcw-donau-ries.de.

Product Management

This certificate course comprises 16 seminar days from October 2020 to June 2021. It is also possible to only attend a selection of courses to refresh your knowledge in certain areas. The course will take place at the TCW in Nördlingen. Professors from Augsburg University of Applied Sciences and experienced product managers will hold the seminar.

Target group: Specialist and management staff from sales, marketing and product management, project and department leaders for research and development, as well as representatives from the relevant departments.

Current courses:

29/30 October 2020: Basic Competence in Product Management (Prof. Dr. habil. Klaus Kellner)
23/24 November 2020: Instruments for Sales and Company Communication (Prof. Dr. Manfred Uhl)

Course information (in German) and registration under <https://tcw-donau-ries.de/weiterbildung/zertifikatskurse/>.

Contact partner in Augsburg:

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Contact partner in Nördlingen:

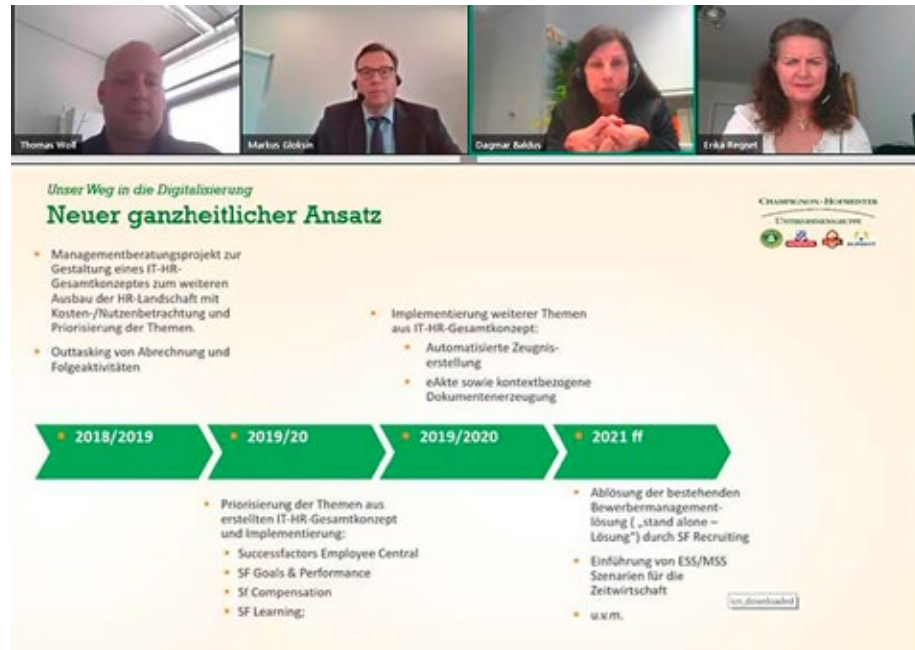
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You can find further information about continuing education at the Faculty and a brochure for download under: www.hs-augsburg.de/Wirtschaft/Inhouse-Firmenseminare.html.

DIGITALIZATION IN HR

Due to coronavirus, the 19th Augsburg University of Applied Sciences HR day took place digitally on 22 July 2020. Around 70 HR experts and graduates of Augsburg University of Applied Sciences participated in this event that took place digitally for the first time ever. **Joachim Volpert**, managing partner at novamusHR01 GmbH and long-standing adjunct lecturer at the University introduced the event. HR manager Dagmar Baldus spoke about her project experience and success factors using a practical example from the Champignon cheese factory. During the closing presentation, lawyers **Dr. Ralf Kittelberger** and **Markus Gloksin** outlined how continuing education and qualifications are the key to mastering the digital transformation.

Information: Prof. Dr. Regnet



HUMAN RESOURCE MANAGEMENT: TRAINING AND COACHING FOR MANAGERS

During online courses on 8 May, Human Resource Management students had the opportunity to learn from the extensive knowledge of not just one, but two guest speakers: Thomas Bleis and Alexander Röntgen.

Dr. Thomas Bleis has been working as a freelance trainer for the past 20 years and an adjunct lecturer on the Human Resource Management Master program for many years. The students prepared for the online course very well by taking a look at the MVR training website and coming up with questions. Based on these questions, Dr. Bleis explained how he works and highlighted the importance of the personal development of managers and up-and-coming managers by completing multi-stage training courses. He offers interval training with six training days over a period of six months for a fixed group of participants. This form of

REMOTE PRODUCT MANAGEMENT

As part of the “International Business Management” doctoral program at the Salzburg Business School, Simon Dummel (M.A.) and Mathias Machnik (M.Sc.) held a lecture day with students of Augsburg University of Applied Sciences for the second time. Their lecture focused on product management and they held practice-oriented discussions on various topics with the students. Despite the corona-related challenges, the students participated actively in the online lecture. Based on the learning content, the

distributed learning has many advantages: It allows participants to put theory into practice, creates mutual trust, increases the students’ commitment to try out new things and to put what they learned into practice so that they can speak about their experience at the next training date. Dr. Bleis also reassured students that continuing education for managers is fun and not compulsory. This is an important prerequisite for learning and change.

A few hours later, **Alexander Röntgen** joined the course. He has been a senior partner at Leadership Choices in Wiesbaden for a number of years where he coaches top managers. During his career as CEO, he worked with executive boards and supervisory boards, in both multinationals and family-run companies in Germany as well as in Anglo-Saxon, Arab and Asian countries. The students had quite a few questions – about

his career path, assignments abroad, how to become a top manager and stay at the top, and in particular about the topic of coaching. He portrayed his understanding of successful leadership when answering the question “How do you become a good manager?": “Allow people to be strong and give them a lot of freedom”, “coach and moderate and give employees the opportunity to improve”, “always listen carefully”, “as a manager you should moderate instead of deciding and giving orders”, “support and develop”. As a coach, he supports top managers of large companies, encourages them to adopt new approaches, critically analyzes their goals with them and carries out team workshops. His experience has taught him that “times of crisis call for coaches”. Coaching does not only have to be in person; it can be even more personal when working from home.

Information: Prof. Dr. Regnet



Simon Dummel



Mathias Machnik

INVESTOR RELATION MANAGEMENT

On 26 May, **Martin Praum**, Head of Investor Relations at PATRIZIA AG in Augsburg, gave participants of the Corporate Finance (IM) and Finance Management (BW) advanced courses an insight into the role of providing investor support at listed companies and the day-to-day tasks of an investor relations manager. He spoke about capital markets, the evaluation of companies and the requirement of companies to meet their shareholders’ expectations.

The participants were surprised to hear that the speaker had an open position for a working student at his company. Due to the pandemic, the presentation and discussion were held as a video conference.

Information: Prof. Dr. Erdmann

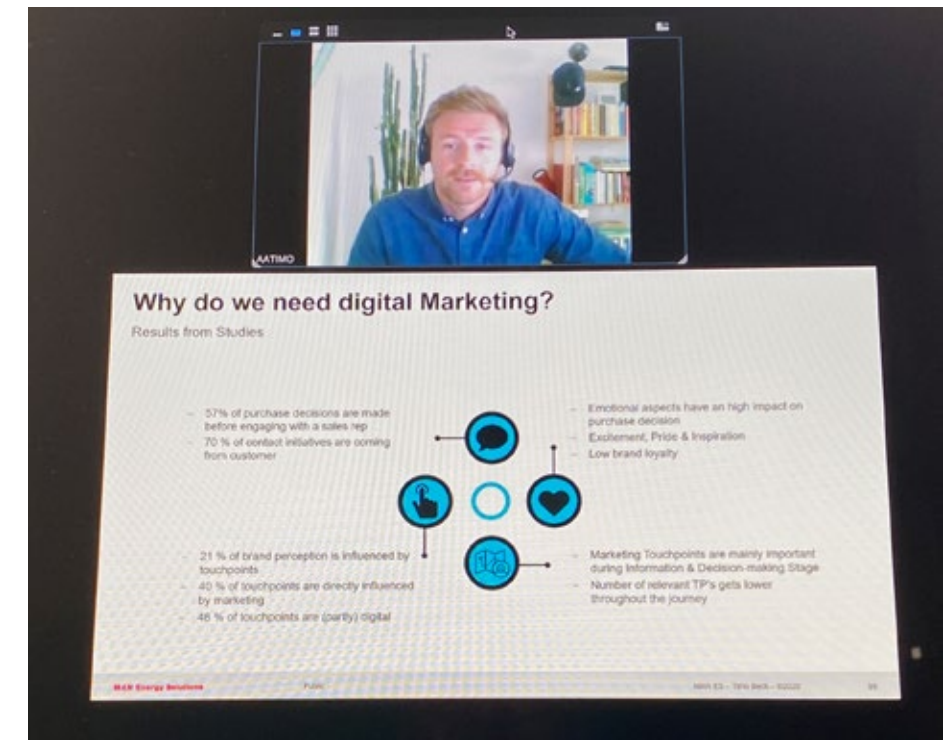
SOCIAL MEDIA MONITORING

Students of the International Marketing Management advanced course had the pleasure of attending a lecture on social media monitoring held by **Mareike Oehrl** of Q | Agentur für Forschung. First of all, the guest lecturer differentiated between social media monitoring and a number of other terms that are used in the world of social media research, before delving into the details of observing and analyzing posts on various platforms.

As she has a wealth of experience in this field, she was able to give the students a practical insight into brand monitoring, and highlight the fact that it requires a great deal of specialist knowledge and experience despite the support of powerful tools. Her lecture was followed by a lively discussion, which proved that students can also greatly benefit from virtual lectures.

Information: Prof. Dr. Köstner

THE INTERNATIONAL MARKETING OF INDUSTRIAL GOODS



Alumnus **Timo Beck** of MAN Energy Solutions explained various aspects of marketing industrial goods at an international level to students of Prof. Dr. Manfred Uhl's advanced course in marketing, which is part of the Business Administration degree program.

SUCCESSFUL: 30 YEARS OF PYRAMID

Unfortunately the Pyramid careers fair could not take place in its usual format this year. However the student Pyramid team came up with other means of communication to ensure that the fair was a success despite the current situation. A career fair guide, in which partner companies presented their offerings, was at the core of the new format. We would like to extend a special thanks to the Pyr-

amid management board who researched the corona situation in a professional manner and came up with creative solutions. Prof. Dr. Klaus Kellner mentored the group.

Information: Prof. Dr. habil. Kellner

The student management board of Pyramid 2020.



Photo: Pyramid

NEW: BUSINESS PSYCHOLOGY DEGREE PROGRAM

Our economy and society are currently faced with challenges such as a shortage of skilled workers and revolutions in digitalization. Highly skilled workers who keep pace with developments and don't get left behind are in demand. Technologies such as artificial intelligence, blockchain, human-machine collaboration, IT security and big data will be significant for the economic well-being of whole regions.

The Chamber of Industry and Commerce in Swabia, and Augsburg University of Applied Sciences in cooperation with the Swabian Chamber of Trades and important decision-makers in the local economy and community, developed a program called gP_2025. The aim is to counteract the shortage of skilled workers and meet the needs of companies in the field of digitalization.

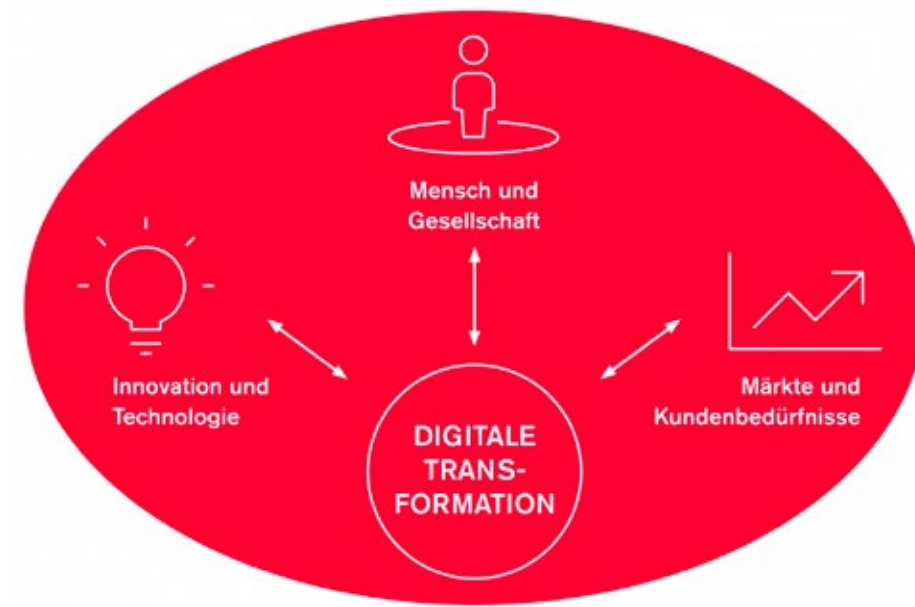
gP_2025 considers itself to be part of the Future Code Bayern initiative, and describes possible solutions and concrete plans and projects to achieve the goal of the University to ensure the sustainability of the region until 2025, in particular in new, innovative fields of digitalization. 2,000 additional university places were created, which is equivalent to an additional 500 new students per year compared to previous years in six new, future-oriented degree programs.

The Bachelor in Business Psychology (B.Sc.) is an example of a new degree program to begin in winter semester 2021/22. Students of this program will be equipped to take on a broad range of tasks in the fields of industrial, organizational, personnel and market psychology. This degree program

MASTER INFORMATION: SCHEDULED AS OPPOSED TO RESCHEDULED



On 21 April, over 350 participants from Germany and abroad took the opportunity to receive virtual information about the Human Resource Management, International



meets the requirements of the changed qualification profile of business psychologists and prepares them for the challenges of the world of work 4.0. These challenges include the digitalization of the world of work, the potential of big data in market research and personnel recruiting, and the shift towards the use of artificial intelligence in personalized learning and human-machine collaboration.

Further focus areas are social interaction, diversity and transformation into a resilient organization, either profit or non-profit. Each semester we offer courses that allow students to develop social competence and key qualifications in small groups. Agile team-oriented and solution-oriented working techniques, as well as professional communication are just some of the basic skills of economic psychology graduates.

Business and Finance, Digital Marketing Management, and Tax and Accounting Master programs.

The subject area representatives guided the prospective students through this two-hour event where they had the opportunity to interact with each other and ask questions. The event covered a range of topics including course structure, admission requirements, the application process and career prospects. The participants were very interested in the changes made to the Master degree courses in winter semester 2020/2021: There is a brand new Master program in Digital Marketing Management and the Master in Tax and Accounting is offered by Augsburg University of Applied Sciences alone for the first time.

As there is a wide variety of electives in this program, students can determine the direction of their studies in later semesters. In addition to the opportunity to carry out projects for organizations in the region, the practical phase is a fixed component of the program. Students may also choose to go abroad as part of their studies.

Information: Prof. Dr. Hatfield
www.hs-augsburg.de/wirtschaft/wirtschaftspsychologie.html

The Human Resource Management degree program is offered as a new cooperation between the universities of applied sciences in Landshut and Kempten. The large number of participants and active participation in the chat proved that this webinar premiere was a success. A huge advantage of this format became apparent: If there is no need to be physically present, prospective students who live far away can attend the event. This was particularly evident in the large number of participants at the session for the Master in International Business and Finance. Prof. Dr. Feix even said that a webinar would be his preferred format for future information events of this kind.

Information: Julia Koch, M.A.

HUMAN RESOURCE MANAGEMENT WITH A NEW CONCEPT

Augsburg University of Applied Sciences has been running this Master program with great success for ten years now. However, the time had come for an in-depth review of the concept. Both the content and the method of the degree program have been adjusted to meet the current requirements.

The goal of this program is to qualify students for demanding specialist and management positions in the field of HR. One focus area is, of course, dealing with employees. The effective management of operational challenges also plays an important role – this includes the design of change processes, HR controlling, digitalization and even consulting services for specialist departments and managers. It is essential to manage societal challenges proactively – legal frameworks and societal mega trends must not be forgotten. This Master program takes a generalist approach and prepares students for challenging HR positions in business, consulting and the healthcare sector.

Students have the option to spend one semester abroad, either studying at a partner university or doing an internship. Although a semester abroad usually means that the overall duration of studies is extended, students gain a lot from this period, from both a study and a personal point of view. There were around 200 young applicants for this Master program, which is still in great demand. The initial assessment interviews took place online for the first time in July 2020.

Information: Prof. Dr. Regnet
www.personalmanagement-master.de

ON YOUR BIKE

Cycling has become more and more popular during the corona crisis. Prof. Dr. Wolfram Schönfelder has however been cycling with students, alumni and friends of the Faculty of Business for many years now. This summer semester they cycled to the Scherneck castle and the sportier members of the group cycled to the Austrian Alps.



NEW CERTIFICATE COURSE: CUSTOMS IN INTERNATIONAL SUPPLY CHAINS



A new part-time certificate course started for the first time in winter semester 2020: Customs and Foreign Trade Management (CFTM). The world of international business is becoming increasingly complex: topics such as Brexit, the much-discussed US customs and not least tax-related issues all impact the design of international supply chains. It is essential that communications, transportation and logistics activities run smoothly in international supply chains. They must also be set up correctly in accordance with the relevant tax regulations to achieve the best possible results from an economic point of view. This means that there is an ever-increasing demand for relevant specialist knowledge. To ensure that all of the above-mentioned areas are covered, this certificate course has two course directors: Prof. Dr. Alexandra Coenberg is responsible for the tax-related aspects and Prof. Dr. Florian Waibel of HSA_ops offers his expertise in supply chain management. The remaining customs and foreign economic topics are covered by renowned lecturers from the private sector. Furthermore, the degree program coordinator Susanne

Drews-Sollinger also makes a valuable contribution with her wealth of experience in the field. Participants of this course acquire the necessary skills to increase efficiency in customs, foreign economic and compliance topics, to proactively consider legislation when designing international supply chain processes, to ensure adherence to this legislation and to further enhance processes. Upon completion of this continuing education course, students should be able to evaluate and monitor customs and foreign economic business processes.

The target group of this part-time continuing education course is employees who work in the field of supply chain management or in legal and finance departments. They should already have some basic experience in the area of customs and foreign economics, and wish to specialize in this area. The course is run over two semesters with a combination of digital learning and weekend seminars. This certificate course comprises 30 ECTS points according to the European Credit Transfer System. Graduates receive an "Expert in Customs and Foreign Trade Management" certificate from the University. In addition to "Process developer in logistics", "Customs and Foreign Trade Management (CFTM)" is already the second certificate course in the field of logistics that does not require a university entrance qualification. This opens new development opportunities for those who have trained or retrained in the field of logistics.

Information: Profs. Dr. Coenberg and Dr. Waibel
www.hs-augsburg.de/Wirtschaft/cft-management.html

STARTED: DIGITAL MARKETING MANAGEMENT MASTER PROGRAM

1 October 2020 marked the start of this new Master program. Course director Prof. Dr. Manfred Uhl and professors Dr. Harriet Köstner, Dr. Jianing Zhang and Dr. Frank Danzinger welcomed students of the new Digital Marketing Management (MMD) Master program.

The new degree program, which replaces Marketing/Sales/Media (MVM) at Augsburg University of Applied Sciences, specializes in the marketing management requirements of technology-oriented companies and develops students' competence in the area of digital transformation. The marketing specialist group received just under 200

applications almost straight away. From May 2021 prospective students can apply for the program starting in fall 2021.

Information: www.hs-augsburg.de/mmd



NEW COURSE: SUSTAINABLE ECONOMICS

“Are you sure that you are really interested in the preservation of the human race even if you and everyone you know will no longer be around? If yes, why do you not act differently?” This was one of the 24 questions Max Frisch asked doctorate students at TU Berlin in 1987. It was also the key question the eleven participants of the FDAK discussed, with a strong focus on the economy. Sustainability is a topic that is regularly addressed and will continue to be addressed in several subjects at the Faculty of Business. The “Sustainable Economics” course now gives students the opportunity to have in-depth discussions on fundamental topics: Is growth really necessary? Is our well-being based on global injustice? Is our “throwaway society” the basis of our economy? Is a circular economy an option? What opportunities does technological progress provide?

These questions lend themselves to intense discussions right in the middle of the corona crisis, which has forced people to greatly reduce consumption. We rarely hear students say “It’s a pity it’s over and not on again for two weeks!” at the end of a course. This course addresses the urgent questions of our young students particularly well. For this reason, an interdisciplinary course will also be offered in winter semester 2020/2021, during which students can develop visions for a sustainable future in the region.

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

For general required elective in WS 2020/2021 Alexandra Kornacher, M.A.

ONLINE TEACHING IN LOGISTICS

On 10 November, the Logistics and Supply Chain Management specialized didactic working group (FDAK) took place for the 16th time already. Professors from all over Bavaria met up virtually to discuss methods and specific tools for teaching logistics and supply chain management.

The FDAK has been working under the “rotating” leadership of Prof. Dr. Krischke, Prof. Dr. Spitznagel (both HS Munich) and Prof. Dr. Krupp (HS Augsburg) since 2012.

VIRTUAL INFO MARKET: INTERNSHIP OPPORTUNITIES

Info markets for internship opportunities have been taking place in the foyer of the W building since summer semester 2019. At various information booths, students who are currently doing internships give information to their fellow students about the company they are working at. The knowledge that each individual intern acquires about the relevant company is used to support fellow students when looking for an internship. Due to coronavirus, we had to come up with a different format for the info market in the summer semester. Everyone involved quickly agreed that the info market should take place via Zoom this year. The students were divided into groups according to the corporate division of their internship. Each group prepared a presentation to inform students about internship offers in the coming semesters, contact persons for applications, remuneration, work environment and organization.



Students find out about internship opportunities

Information was provided about internships both in Germany and abroad in the fields of finance, accounting, controlling, SCM, marketing, sales, human resources and risk management. The sessions took place on 23 and 27 July from 15:00 to 17:00 and anyone interested was able to join the online meeting and listen to the presentations.

Students showed a keen interest and asked many questions either directly or using the chat function. The opportunity to do an internship at short notice was discussed in great detail as it turned out that many students were not able to start their planned internship due to the pandemic and were looking for an alternative. For anyone who missed the web conference, the presentations are available in the “Studiengangübergreifende Veranstaltungen (B. A.)/SoSe2020/SONDERKURS Studierende informieren über das Praktikum” (“Interdisciplinary events (B. A.)/SoSe 2020/SPECIAL COURSE Information about internships for students”) Moodle course.

Information: Prof. Dr. Joeris

FDAK evaluations: Direct personal contact and informal exchange is always said to be the most important factor. This is an aspect that digital formats cannot offer today.

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

ROBOTICS IN HEALTH CARE

Prof. Patrick Hung of Ontario Tech University, Canada, held an online course on “Global Information System – Robotics Business” for exchange students. The students investigated how robot “Zenbo” could be used in health care institutions with the goal of providing relief to health care workers during this pandemic. The results of the investigation were implemented quickly: Three dedicated Erasmus students from Spain and France initiated a further study on the feasibility of Zenbo in Gregorio Marañón Hospital in Madrid, one of the largest hospitals in Spain.

Information: Diana Wong

DIGITAL NETWORKING

Due to the pandemic, the annual meeting of the ICP network had to take place online instead of in Berlin this year. Augsburg, namely Prof. Dr. Wolfram Schönfelder, currently holds the presidency of the network. 16 European universities and universities of applied sciences met in May and June to speak virtually about how the pandemic has affected teaching and about options for information exchange.

Information: Prof. Dr. Schönfelder

INTERNATIONAL MARKETING: GERMANY/USA

Things didn’t go to plan. First of all, guest lectures to be held by Prof. Dr. Manfred Uhl at the Presbyterian College in Clinton, South Carolina in March had to be cancelled. When the corona pandemic started to spread, **Prof. Dr. Kurt Gleichauf’s** planned trip to Augsburg also fell through. Necessity is the mother of invention and the idea for a premiere was born: live lectures for Germany and the USA with a time difference of six hours. Students of the “International Marketing and Sales Management” marketing specialization were the premiere guests. They attended lectures given by both a professor from the USA and from Germany. The students gained an insight into common perspectives on international management marketing and examined differences between the markets and cultures of both countries.

Information: Prof. Dr. Uhl



DIGITAL INTERNATIONAL WEEK: ALMERÍA/AUGSBURG

International week is a key instrument for internationalization. Unfortunately the event, which was planned for May of this year, had to be cancelled due to the current health crisis. However with the help of modern video conference room systems, students and teachers from various countries were invited to attend courses at the Faculty of Business.

As part of Business Spanish 6, Dott.ssa Francesca Angrisano not only invited Spanish and Mexican exchange students to join her course, but also invited Prof. Dr. Ana Fe Gil Serra of the Universidad de Almería in Spain. In June, the Spanish professor held a digital lecture on “The Spanish economic crisis during times of corona” for students of this course.

Ana Fe Gil Serra is a professor at the department of German Philology at the University of Almería. She has also been working as the teaching innovation coordinator for many years now and has researched the topic of “internationalization of the curriculum using telecollaboration”. Augsburg University of Applied Sciences also joined the working group this year. Students provided very positive feedback on the reduced-size international week. A large number of participants of this course are planning to spend a semester abroad in Spain, Argentina or Mexico.

Francisco Bermejo, Spanish teacher at the Center for Languages and Intercultural Communication launched a further project in December 2019 to continue to promote internationalization. He invited Prof. Dr. Ana Fe Gil Serra to Augsburg University of Applied Sciences to teach the course “Business Spanish 4”. The project will be continued over the next two years. In return, the University of Almeria has offered its support and infrastructure to organize a two-week excursion for students of Augsburg University of Applied Sciences to the university in Spain.

Information: Francesca Angrisano

NEW PARTNERSHIPS

Pôle Universitaire Léonard de Vinci
The Léonard de Vinci Group is a private university in Paris-La Défense with more than 5,000 students. It consists of three different schools: the EMLV Business School, the ESILV Graduate School of Engineering and the IIM School of Web Design and Multimedia.



Università degli studi di Trieste
This university is a public research university in Trieste in north-east Italy. It consists of 10 departments and has more than 16,000 students, including over 1,000 exchange students. The university offers 70 Bachelor and Master programs in three different fields - social sciences and humanities, technology and science, and biosciences.



National Chung Cheng University
The National Chung Cheng University is a public research-oriented university with over 10,000 students. The campus is located in central Taiwan, one and a half hours away from Taipei. It has seven different colleges in the fields of engineering, education, humanities, law, management, natural sciences and social sciences. The College of Management has AACSB accreditation.



Information: Diana Wong

**WITH PETER KEEFER,
PARTNER AT 4C GROUP AG
IN MUNICH AND ALMUNUS
OF THE FACULTY OF BUSINESS**



Mr. Keefer, you are a partner at the 4C Group AG in Munich and are responsible for the area of finance and accounting. Can you briefly describe your area of activity? What daily challenges do you face? What do you particularly enjoy about your job?

As a partner, I am primarily responsible for two topics: our customers and project success, and our employees in the area of finance and accounting. Most of my daily tasks are related to these areas of responsibility with varying degrees of intensity. There are times when I have to manage 8 to 10 customer projects simultaneously. This is only possible with a well-trained and highly independent team. It is important to give the employees the required support and to listen to any questions they may have. Coaching your team is paramount during these stages.

Then there are times when you are responsible for only a few, but very intensive projects. During these phases I have to work on site at the customer's company in close cooperation with the whole project team. The remaining time is divided up between networking, sales and employee coaching.

You studied Business Administration at Augsburg University of Applied Sciences and specialized in "International Business Administration". Did your studies prepare you well for your professional career? Did you always want to pursue a career in consulting?

Yes, I was very well prepared for my job. There are two different reasons for this: First of all, I knew which subject area I was passionate about. Secondly, I discovered both my strengths and weaknesses during my studies.

During university, I gained experience by doing various internships, and I'm not even counting my jobs delivering beer for "Rapp" and working as a waiter at the "Plärrer" fair. One of the internships was, of course, in the field of consulting. However I first discovered my passion for this in a mathematics tutorial when I had the opportunity to give a lecture to 100 students while working as a tutor. I received a lot of positive feedback that I was able to portray complex matters in a simple way, for example, and that I can quickly spot comprehension problems. It is this precise skill that has helped me to practice my profession for the past 15 years – I can judge the customer's level of knowledge and pick up at the right place.

A certain level of subject-matter expertise is also required. I am convinced that it is not the subject-matter knowledge itself, but the skill to apply this knowledge and connect various specialist areas that will be more important in the future.

You successfully completed the double diploma at the INHOLLAND University Rotterdam majoring in "International Management". Would you recommend that students spend some time abroad?

Definitely! First of all, you really get to know yourself when you spend time abroad. During my time in Rotterdam, I discovered that working and living abroad wasn't really for me, while some of my fellow students became globetrotters after doing so. I decided then that I wanted to stay living in the south of Germany. I am happy to work internationally, but not to live abroad. Second of all, you learn how to be independent. Going abroad for a year is quite different from moving from Kempten to Augsburg, for example.

The time factor also plays an important role. Later in life there may be fewer opportunities to go abroad or you may have to put these plans on hold because of your family

or career. You still have 35–40 years to earn money after graduation so you should use your time as a student to try out new things.

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

The enrollment. The first person I met that day is now my wife and the mother of my three children. And the second person I met that day was our maid of honor. And yes, the third person was our best man.

I'm not joking! Four strangers became best friends and more over four years. (If you are reading this: Thank you very much!!)

What advice would you give to first-semester students today?

Don't learn things off by heart! This will cause problems sooner or later. You should understand the basics of business administration and be able to establish connections between the various topics. There will be time to find out what you are really interested in and passionate about later. When you have found your niche, everything else falls into place automatically.

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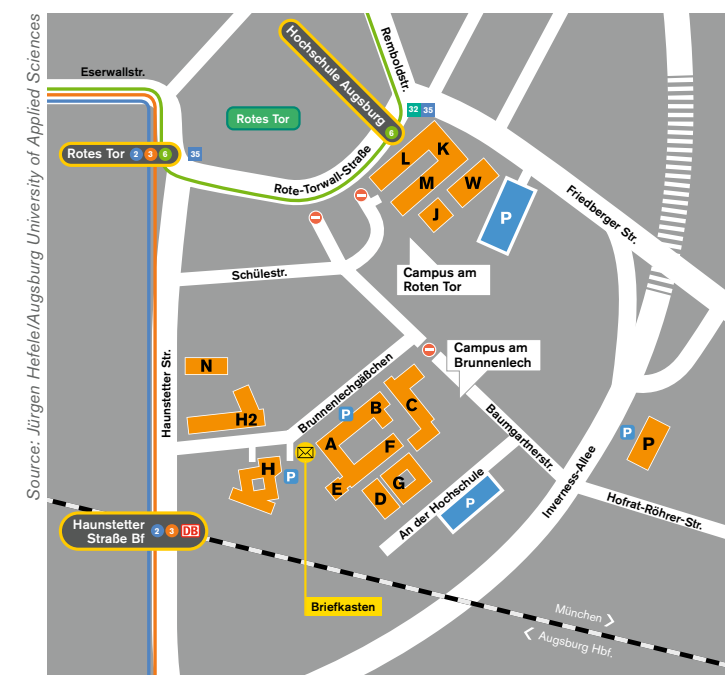
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LAGEPLAN





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