

CURRICULUM VITAE

PROFESSOR DR. KARL WAGNER

Dipl. Betriebswirt (FH) (University of Applied Science Munich)

Dipl. Soziologe (Ludwig-Maximilians Universität Munich)

Ph.D. (Universität Münster)

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PERSONAL PARTICULARS

Date of Birth : 12 July 1959
Place of Birth : Mietraching
Passport No. : 8317206287
Gender : Male
Marital Status : Divorced
Citizenship : German
Present Position: Professor Consultant SVP Office
Open University Malaysia

ACADEMIC QUALIFICATIONS

- ✚ Ph.D, Universität Münster 1991.
- ✚ Diplom Sociology, Ludwig-Maximilians Universität Munich 1987.
- ✚ Diplom in Business, University of Applied Sciences Munich 1982.

ACADEMIC CAREER HISTORY and WORKING EXPERIENCE

- 1984-1987 Tutor Faculty of Social Science, University of Munich
- 1986-1988 Research Assistant Prof. Nico Stehr Ph.D., University of Alberta (during his Visiting Professorship in Munich)
- 07/87-01/89 Junior Seminar Director at Theodor-Heuss-Akademie (Foundation of FDP, Liberal Party of Germany)
- 01/89-01/91 Social Scientist at the Faculty of Business and Economy at Wilhelms Universität Münster. Scholar (Friedrich-Naumann-Stiftung and Deutscher Akademischer Austauschdienst DAAD (final examination: Ph.D. Business)
- 04/91-06/92 Training Director and Human Resource Manager WirtschaftsHansa GmbH (HR-Leasing) / Munich
- 07/92-10/92 Managing Director Plykton & Kahlert (Finance and Insurance Consulting), Munich
- 11/92-05/93 Project Manager for State-Owned Real Estate Organisation Görlitz/ East Germany
- 06/93-10/93 Human Resource Consultant at Wohnungsbaugesellschaft Görlitz mbH
- 10/93-present Professor for Business Administration and since 04/96: Director for Human Resource Management at the Faculty of Business Administration at University of Applied Sciences / Rosenheim
- 04/96-present Director for Study Branch Human Resource Management University of Applied Sciences Rosenheim (intake of 15-25 students per semester)
- 03/98-09/99 Lecturer at the International Business School at Kufstein/ Austria.
- 10/98-03/99 Sabbatical semester as a consultant of a semi-conductor plant in Kuching / Malaysia.
- 02/00- 09/02 Visiting professor on "Leadership and Change Management" for the CMBA-program at Universiti Malaysia Sarawak (time-to-time-basis)
- 08/00-present Consultant and trainer for the Center of Continued Learning at Universiti Malaya, Kuala Lumpur (UMCCed) (time-to-time-basis)
- 11/04-10/06 Professor at the School for Business at Management Open University Malaysia (OUM), Kuala Lumpur (areas: Organisational Behaviour, Human Resource Management and Strategic Management)
- 09/05-10/06 Coordinator MBA/Master of Management Programme at Centre for Graduate Studies, Open University Malaysia (OUM)
- 01/07-10/08 (time-to-time basis:) Consultant Senior Vice President's Office Open University Malaysia
- 10/06 – present Human Capital Consultant

ADMINISTRATIVE POSITIONS

20 Aug 1995 – present	Director Prof. Dr. Wagner & Partner Consulting
01 Oct 1996 – 30 Sep 2000	Member Examination Board, University of Applied Sciences Rosenheim
1996 – 1998	Research Member Application Centre, University of Applied Sciences Rosenheim
22 Feb 2002 – present	Managing Director Performance Protection Sdn. Bhd
15 Mac 2002 – 24 Aug 2004	Director Institute for Organisation, Information Technology and Human Resource (Training and Consultancy), University of Applied Sciences Rosenheim
15 Mac 1998- 30 Sep 2003	Coordinator for Didactics Faculty of Business and Management University of Applied Sciences Rosenheim
2000 - present	Committee Member of Foreign Affair Board, Faculty of Business Management, University of Applied Sciences Rosenheim (initiating students exchange programmes University Malaya, University Putra Malaysia and UNITEN)
2006 – present	External Consultant for the Master of Human Capital Management program at University Malaysia Sabah
2008 onwards	Adviser for Innovation Centre, in collaboration with Genaxis Sdn. Bhd. (ASQ-certified 6 Sigma-training provider)

AWARD/RECOGNITION RECEIVED

1987-1991	Friedrich Naumann Foundation, Scholarship for High Talented PhD-Students
1988	Scholarship DAAD to complete Doctoral Thesis in the German Democratic Republic (DDR)
1995, 1997	Furthering Excellent Students Awards Supervisor, University of Applied Sciences Rosenheim

MEMBERSHIP OF PROFESSIONAL BODIES

1995 – present	Research Member, ERFA WP2, Deutsche Gesellschaft für Personalführung DGFP (German Society for Leadership)
2000	Founder Human Resource Circle Alumni e.V., Rosenheim
2000 – present	Founder and Board Member, HR-Hochschulsynergieforum for Bavarian Universities of Applied Sciences
2002 – present	Founder, Gateway Program for Foreign Students. University of Applied Sciences Rosenheim

AREAS OF INTEREST/SPECIALISATION

- Leadership
- Organisational Behaviour and Development
- Human Capital Management
- Strategic Management
- Qualitative Research Methods
- Team Building and Team Development

PUBLICATIONS

A. Books

Wagner, K., (1991) Zwischen Ideologie und Alltag - Eine Studie zur Wissenssoziologie der DDR vor dem gesellschaftlichen Umbruch des Jahres 1989. (*Between Ideology and Everyday Life – A Study in the Sociology of Knowledge before the societal breach in the year 1989*). Doctoral Dissertation Universität Münster. Roderer: Regensburg 1991

Wagner, K., Bartscher, T., Nowak, U. (2001). Personalwirtschaft (*HR-Management*). Gabler: Wiesbaden

Wagner, K., Rex, B., Eicher, M., (2002) Praktische Personalführung. Eine moderne Einführung mit Fallstudien. (*Practical Leadership*). Gabler: Wiesbaden

Wagner, K., Edtinger M., Mayer, F., (2003) *Change Management*. Beltz: Stuttgart

Wagner, K., Practical Organisational Development. Course Material for MBA-Level (2006). Open University Malaysia Press: Kuala Lumpur.

Wagner, K., Praktisches Personalmanagement (*Practical HR-Management*) (2007). Eigenverlag: Rosenheim.

B. Books (In Progress)

Wagner, K., Ratnasigham, J. (2008). Human Capital Development in Malaysia. UPM Press: Kuala Lumpur

Wagner, K., Malakolunthu, N. (2007f.), *Practical Leadership. A Modern Introduction with Case Studies*. Kuala Lumpur.

C. Publications in Journals

- a) Das Potential des labeling-approach. Versuch einer programmatischen Neueinschätzung (The Potential of the Labeling-Approach. Attempt of a Programmatic Reconsideration). In: Kriminologisches Journal 4/1985: 267-289.
- b) Kapitalismus und Sozialismus - Verdammt zur Ideologie der Unversöhnlichkeit? (Capitalism and Socialism - Condemned to the Ideology of Irreconcilability?). In: Umicum 4/1986: 8.
- c) Die soziale Konstruktion von Frieden und Krieg: Karl Mannheims wissenssoziologischer Ansatz (The social Construction of Peace and War: Karl Mannheims Approach by his Sociology of Knowledge). In: Österreichische Zeitschrift für Soziologie 1/1987: 34-42.
- d) Über Prozesse der Etikettierung und Gegenetikettierung (About Processes of Labeling and Anti-Labeling.) In: Schweizerische Zeitschrift für Soziologie, 1/1987: 105-122). Translation for: OASIS (Organization of Advanced Studies in Interpretative Sociology). München 1990.
- e) Rezension: Akademie der Wissenschaften der DDR, Jahrbuch für Soziologie und Sozialpolitik 1986 und 1987. Dietz: Berlin (Ost) In: Kölner Zeitschrift für Soziologie und Sozialpsychologie 4/1988: 783-785.
- f) Rezension: Bergner, S./Mocek, R., Gesellschaftstheorien.(Societal Theories). Dietz: Berlin (Ost) 1986. In: Das Argument 1/1989: 136f.
- g) Zwischen Vernachlässigung und Akzeptanz - Zur Frage der Berücksichtigung der DDR-Soziologie durch 'die' westdeutsche Soziologie. (Between Neglection and Acceptance – The Question of Reciptivity of the Sociology in East Germany by its West German Counterpart.) In: Soziale Welt 1/2, Sonderheft 1989: 142-167.
- h) Wo Deutschland liegt, dort streiten sich die Geister... Vorläufige Ergebnisse 'Zu Deutschen Fragen' mit Stipendiaten der Friedrich-Naumann-Stiftung. (Where is Germany Located? Preliminary Results about the "German Question" with Scholars of Friedrich-Naumann Foundation). In: PEN 1/1989: 15-18.
- j) mit Nowak, U., Personalwirtschaft. (Human Resource Management). Eigenverlag: Rosenheim 1994
- k) Stellungnahme zum Artikel "Der Aufstieg der Nieten mit Wirtschaftsdiplom" (*Rise and Fall of the Graduate Rivets*). In: Clubianer. Rosenheim 1996, p.34-36.
- l) Drei Kernkompetenzen. (*Three Core Competencies*) In: Absolventenzeitung des Fachbereichs Betriebswirtschaft. Rosenheim 1996.

- m) Betriebliches Vorschlagswesen an der Fachhochschule Rosenheim. (*Concept of a Management Supposal Program at a University of Applied Sciences*)
In: Rosenheimer Hochschulhefte 4/ 1999.
- n) *Luncheon on Leadership and Teamwork*. In: Journal of Malaysian-German Chamber of Commerce and Industry 02/2000, pg. 21.
- o) Wagner, K., Kronawitter, K., Synergieforum für Personalwirtschaft und Personalführung 2000. (*Synergy Circle for HR-Professors*) In: Personal 2/ 2001, pg. 56.
- p) Wagner, K., Yong, Leonard, *The Application of the LEONARD-Personality Inventory*. In: Personalführung 02 / 2002, pg. 50-55.
- q) Wie teamfähig sind Sie? (*How Team-Oriented Are You?*) In: AZ Wirtschaft vom 27.7.2002, pg.4.
- r) The Reformed Usage of Email Communication within an ODL-University. Paper presented on SEAAIR-conference, Bali. June 2005.
- s) Marketing Management and Strategy. Module for Bachelor-Level. Open University Malaysia 2005.
- t) The Future Value of Collaborative Online Learning (COL) for ODL. Paper presented on SEAAIR-conference, Langkawi. September 2006.
- u) Studying MBA within Centre for Graduate Studies. In: Personal Money. May 2005.
- v) Wagner, K., Richard Ng, Impact of COL on the Participation Behavioral Pattern of Learners and Tutors in the Online Discussion Forum. Paper presented at SEAAIR-conference, Bangkok September 2007.
- w) Teamorientierte Lernlandschaft. Die Anwendung der Lerntaxonomie von Bloom im seminaristischen Unterricht der Hochschule. In: Rosenheimer Hochschulhefte 1/2008, pg. 40f.
- x) Wagner, K. & Ng, R., 2007, Impact of COL on the Participation Behavioral Pattern of Learners and Tutors in the Online Discussion Forum. Journal of SEAAIR, Bangkok.
- y) Wagner, K. & Ratnasignam, J., Wood Science Education in Malaysia: Future. Challenges from a Human Capital Perspective. For: Asia Pacific Development \ Journal 2008.
- z) Wagner, Karl & Ratnasingam, J.& Norzanalina, S., Characteristics of Foreign Direct Investment in the Malaysian Furniture Industry. May 2008.pg.
- aa) Wagner, K. & Ratnasignam, J., The Market Potentai of Oil Palm Empty-Fruit Bunches (EFB) Particleboard as a Furniture Material. In:
- ab) Wagner, K. & Ng, R., & Latifah A. L., E-learning Customers Retention Management: An Exploratory Study on the Antecedents of an Online Community and their Impact on their Continuance Commitment. Journal of SEAAIR, Surabaya.
- ac) Wagner, K. & Fard, P. Y., Factors Influencing Malaysian Students' Intention to Study at a Higher Educational "Factors Influencing Malaysian Students' Intention to Study at a

Higher Educational Institution". (Paper presented in: E-Leader Conference Kuala Lumpur 5-7 Jan 2009). In: [http://www.g-casa.com/E-Leader Malaysia_Program.htm](http://www.g-casa.com/E-Leader_Malaysia_Program.htm)

- ad) Wagner, K., Integrating Talent Management Across Your Organisation. In: HR Asia 1/2009. Kuala Lumpur.
- ae) Wagner, K., The Application of the WAGNER-Team Personality Approach (WTPA) for Recruitment and Development. To be Published in: Human Capital, 03/04 2009.

COURSES, CONFERENCES and SEMINARS ATTENDED

Deutscher Soziologentag (Official Annual Meeting German Sociologists Association). Dortmund 10/1984

*Organisation of Public Study Tours to East Germany
Leipzig-Halle 1984
Jena-Gera 1986
Stralsund-Rostock 1988*

Arbeitskreis Junger Kriminologen (Annual Meeting Young Criminologists Committee). Frankfurt / Main 05/1985

Deutscher Soziologentag. Zuerich 10/1985

Annual Workshop Scholars Friedrich-Naumann Stiftung. Berlin 06/1987

OASIS Summer School Leuven 08/1987 and Munich 08/1988

DDR-Forschungskongress (GDR-Research Congress). Bonn 09/1988

Facilitator Training. Seminar Friedrich Naumann Stiftung. Gummersbach 10/1988

Annual Workshop Scholars Friedrich Naumann Stiftung. Gummersbach 06/1989

Organisation of Excursions / Study Tours with Students, in part joint venture with University of Applied Sciences Regensburg: Siemens AG, BMW AG, Steelcase AG, Johannes Heidenhain GmbH, SchattDecor AG, SKW AG, Bosch-Siemens Hausgeraete AG, GORE GmbH (1996-2007)

Forum Personalwirtschaftliches Synergieforum (Synergy exchange forum among all 21 HR professors teaching at Bavarian Universities of Applied Sciences) 05/ 1999, 2000, 2001, 2002, 2003, 2004, 2007, 2008 (Presenting a Paper on Human Capital Development)

Luncheon Talk on Modern Leadership and Motivaton. Petaling Jaya 28/02/2000. In: MGCC Quartely 3/5 2005, pg. 20.

Train-the Trainer LEONARD Personality Profile Workshop. Kuala Lumpur 08/2000

Applied Change Management. Workshop and Seminar for Universiti Malaya Centre for Continuous Education. Kuala Lumpur 4-5/09/2000

Applied Change Management. Workshop and Seminar for UNITEN. Kuala Lumpur 25-26/09/2000.

Short Courses at Didactic Centre of Bavarian Universities of Applied Sciences (DIZ), Ingolstadt and Kempten:

- *Didactical Seminar 10/1996*
- *Rhetoric 01/2000*
- *Power Point 5/2002*
- *Time Management 04/2003*
- *Outdoor Teambuilding Outward Bound 05/2004*

Applied Change Management. Workshop and Seminar for Malaysian German Chamber of Commerce. Kuala Lumpur 4-5/09/2001

EQ-Based Innovative Team Building and Development. Public Workshop for RAYMA. Kuala Lumpur, 17-18/09/2001

Applied Change Management. Workshop and Seminar for Bangladesh College Senior Managers. Universiti Malaya Centre for Continuous Education. Kuala Lumpur 24-25/09/2002

DGFP-Conference: Measurement of Human Resource Performance. Munich 10/2003

Workshop Herrmann Dominance Personality Profile, Kuala Lumpur 04/2005

South-East Asian Association for Institutional Research (SEAAIR)-conference, Bali. June 2005

Discover Your Career. Workshop organised by Star Education Fund Alumni (SEFA) and Jobtrends International. 27/08/2005

Training and Certification Business Coaching(2), Leadership University. Kuala Lumpur 04/2006

Quality Education System, Open University Malaysia. Kuala Lumpur 05/2006

National Human Resource Summit 2006, Kuala Lumpur. Kuala Lumpur 07/2006

South-East Asian Association for Institutional Research (SEAAIR)-conference, Langkawi. 09/2006

Tutors' Workshop on Lifelong Learning. Kuala Lumpur 09/2007

South-East Asian Association for Institutional Research (SEAAIR)-conference, Bangkok 09/2007

Annual Congress Asean Open Universities. Kuala Lumpur 10/2007

Workshop KYKO-Personality Profile, Kuala Lumpur 01/2008.

Six SIGMA for Service Organisations, Speech for Open University Malaysia Tea Talk. 23/02/2008.

E-Campus. Preparation and Facilitation of a Leap-Forward Deans' Workshop University of Applied Sciences, Rosenheim. 11/06/2008.

Six SIGMA in Education to Improve Performance and Leadership Skills. Speech at the Education Conference in Six Sigma, University Malaya 27/08/2008.

Six SIGMA Black Belt Training. Certified by the American Society for Quality. Genaxis Sdn. Bhd. Kuala Lumpur 08-12/2008.

Talent Management in Industries: A Comparative Analysis Between Malaysia and Germany. Presentation Malaysian Institute of Human Resource Management Summit 2008. Subang Jaya 11-12/11/2008.

Integrating Talent Management Across Your Organisation. Presentation on Strategic Talent Management Conference. Kuala Lumpur 13/11/2008.

Transformational Leadership Training. Workshop for Senior Managers of INTAN Malaysia. Kijal, Terengganu 18-21/11/2008.

Walk, Run and Fly. Activity Programme with Smart Trend International for Maybank Malaysia. Cyber Jaya 25.11/2008.

Walk, Run and Fly. Activity Programme with Smart Trend International for Diethelm Travel Sdn. Bhd.. Special Focus on Communication Problems. Ipoh 11-12/12/2008

E-Leader Conference Kuala Lumpur. Workshop organised by Universiti Malaya. 5-7/01/2009.

Light at the End of the Tunnel - Challenges and Applicability of Flexible Work Structures during the Global Economic Crisis. Presentation at Singapore Annual HR-Congress & Business Connect Exposition at Singapore Raffles Convention Centre 04/2009.

COURSES TAUGHT

Level	Subjects
Undergraduate /Vordiplom	Human Resource Management Strategic Management (SME) Leadership: Basics and Practical Case Studies Business Research Methods Organisational Management: Structure and Processes Marketing and Management (Course Development)
MBA /Diplom	Human Resource Management Organisational Behaviour and Development Business Research Methods Teambuilding and Team Development Change Management
Master of Human Capital Management	Strategic Human Capital Management Compensation Management
Ph.D (BA)	Doctoral Seminar Research Methodology
Executive Programs (Short Courses)	Human Resource Management Leadership Human Resource Development Change Management Teambuilding and Team Development

SUPERVISION

A. Masters Dissertation (Completed) for MBA:

Faizah Mohammed, Talent Management. Alternative Mode of Producing Quality Leaders. Sep 2006

Sadiaah Binti Saad, A Study of Relationships between Job Satisfactions and Performance among Workers in a non-profit Organisation. Open University Malaysia. May 2006

Alex Anderson, Impact of Innovation on Manufacturing Firm Performance: A Study on Victoria (Master of International Business) University Malaysia Sabah. July 2008.

Pooyan Yousefi , On the Impact of Responsiveness and Accessibility of Services on Student Satisfaction Study by Mystery Calling and 6 Sigma. University of Malaya. April 2009

Bek, Georg, Mystery Calling for Service Industries in Germany. Applying the 6 Sigma Approach. University of Applied Sciences Berlin. June 2009.

B. MSc (BA):

Chong Ying Keat, An empirical Study into the Effects of Quality Vision and Mission Statements on the Human Resources Aspect of the Organisation. May 2006.

C. Diplom-Theses University of Applied Sciences (each comprising of 80-100 pages, comparable to Master-Thesis)

Summer Semester (SS) 1994

Dangl Max, Conception and In-Part Implementation of an IT-System for Human Resource

Winter Semester (WS) 1994/95

Sachau Christian, Implementation of a Cost-Oriented HR-Controlling System

Wagner Birgit, An Empirical Comparative Study on Absenteeism

SS 1995

Aicher Angela, Conception of the Cater-Card for University of Applied Science Rosenheim

Burkart Anja, Introduction of Quality Circles for Johannes Heidenhain GmbH (Ltd.)

Eibel Heinrich, Strategic Corporate Planning for SME

Engerer Sabine, Task Area and Qualification Profile of a HR-Developer

Eykman-Goetz Andrea, Flexibilisation of Seasonal Work – An Empirical Study

Heilmann Christine, Expatriates - Study for Daimler Chrysler Aerospace.

Klappos Hannes, Methods of Simplifying Stock Taking Methods

Kunze Barbara, Factor Analysis for Successful Teamwork. An Empirical Study

Reissinger Peter, Outsourcing of Human Resource Management Functions

Wagner Klaus-Thomas, Model for the Implementation of an IT-supported HR-Management Information System

Wegener Marianne, Comparison of Payment Modes – Study for Süddeutsche Zeitung (leading German newspaper)

Weiss Robert, Application and Effect of technical Indicators on Business Performance

WS 1995/96

Bellon Heidrun, The Human Resource Department as Added-Value Centre

Hinz Christian, Post-Merger Integration of Two International Pharmaceutical Firms

Leineweber Irmgard, Global Overpopulation and Economic Underdevelopment

Schelle Astrid, From 3 to 4-Shift Operation (RAYCHEM GmbH Ltd)

Tüchler Ralf, Evaluation of Recruitment Tests for Apprentices (SKW AG)

SS 1996

Auer Georg, The Calculation of Travel Expenses in SAP, HR-Module

Fleischmann Jürgen, Flexible Staff Operation Retail Business (Senft GmbH, Ltd.)

Grossmann Pia, Longitudinal Study of Human Resource Graduates (Part 1)

Kadur Gabriele, Study on the Psychological Consequences of Shift Work

Knochner Ralf, The Work of Childrens' Organisations in South India

Längst Britta, Content Analysis as Longitudinal Study - Zeitschrift für Personalführung (German Journal of Leadership)

Parzinger Irene, Conceptualisation of Lean Banking

Riedlaicher Christian, Implementation of Flexi-Time for Cleaning Service

Semmelmayer Cornelia, Evaluation of a Human Resource Information System

Stockinger Paul, Seminar Concept for SAP at SKW AG

v. Schwerin Friederike, Women as Managers and their Specific Leadership Style

Werner Rainer, Procedure to Implement Outplacement

WS 1996/97

Kronawitter Karin, Opportunities of Flexible Working Models for Steelcase-Werndl Germany (World's Leading Office Furniture Producer)

Leyerer Robert, Refinement and Optimisation of Quality Circles (Siemens AG Regensburg)

Neumann Brigitte, The Concept of a Learning Organisation

Pohlmann Daniel, Flexible Working Time for BMW South Africa

Ulrich Cornelia, HR-Development Concept for Hypo-Bank, Munich

Waldmann Brigitte, Implementation of a Performance Appraisal System

SoSe 1998

Flötotto Hendrik, Planning, Production and International Introduction on the Market of the German Design Product Lumibär

Grotmann Elke, The ICE-Train on its Way to a Value Adding Centre – An Empirical Customer Analysis

Korn Friederike, Allocation of Employees in Practise

Sigleithmayr Monika, Creation of a Comprehensive Concept to Computer Use in General Education Schools in the City of Rosenheim

Schorner Christian, Benchmarking of the Process of Further Education within a EFQM-Initiative in the Performance Unit "Training" at BMW AG

Schwaiger Michaela, University Socialisation – Exemplified with Summer Semester 1996 Alumni at Faculty of Business (Part 2 of Longitudinal Study)

Stauner Gerda, A Study about Motivational Personnel Controlling in Medium Sized Companies

WS 1998/99

Mayer Ingrid Christiane, Teamwork at Business Reengineering – Identification and Support of Success Factors

Resch Gaby, Competitor Research on the Mobile Telephone Market – a Theoretical and Practical Point of View

Schmidt Juliane, Qualitative Comparison of Outplacement-Concepts in Germany

Van Reemen Adriane, Construction of a Controlling System at Multiwork Temp Work

SS 1999

Omasreiter Christiane, Implementation of a Marketing Concept for „Schloß Prantseck“ in Bad Aibling with Analysis of Upcoming Resistances

Ortner Daniela, Introduction of a Psychological Basic Seminar for Raiffeisenbank Rosenheim e. G.

WS 1999/00

Dedic Michaela, Employee Orientation and Employee Satisfaction as a Central Success Factor of the EFQM-Modell, exemplified by an Employee Survey at BMW AG

Hupfauer Christian Josef, Gemba Kaizen – an Answer to Rising Market Requirements

Loh Anja, The Rising Importance of Internal Communication in Change Management Projects

Schleider Holger, Design of an Advanced Potential Analysis-Process to Encourage Junior Managers and Junior Employees at SKW Trostberg

SS 2000

Eicher Monika, Practical Organisational Development at Raiffeisenbank Rosenheim e.G.

WS 2000/01

Milcic Georgia, Analysis of Increased Workload of Employees in Times of Staff Redundancy and Usable Measurements to Save their Abilities

Schreiner Michaela, Flexible Working Hours Based on Trust

Walbrück Udo, From a Traditional Handicraft Business to a Customer-Oriented Service Business

Warth Michaela, Design of a HR-Policy Concept for Möstl Traffic-Technology

Yazan Semra, Differences in School and University Systems in Great Britain and Germany – Consequences for the High-Tec Business Regarding Staff Recruitment and Personnel Evolution

SS 2001

Ertelt Thomas, Chances and Borders of the German Green Card for the IT-Business

Golling Markus, Knowledge Transfer of New Media in the German Speaking Area – Basics, Range of Applications and Market Overview

Janisch Christine, Demand Analysis and Conception of Expert Courses for Software Designers and Programmers

Müller Stephanie, Distribution Advisor and Customer Advisor as Supplement to Company Suggestion Plan by the Example of NMP, Waldkraiburg

Schwaiger Sandra, Post Academic Socialisation exemplified with HR-Graduates of the University of Applied Sciences Rosenheim (Part 2)

Stadler Patricia Christina, Requirement Profile 2010 – Application, Comparison and Validity of the LEONARD Personality Test

Urban Kerstin, Design of a Marketing Concept of a Scientific Web Publisher

WS 2001/2002

Adam Marion-Loredana, Part-Time Offensive as a Promising Chance for Companies of Commercial Economy and the Labour Market?

Bayerl, Christin, Perspectives and Political-Economic Requirements of the Labour Market in the State of Brandenburg

Maier Andreas, The e-Catalog as Content Management System at Avery Dennison Zweckform: Capability Analysis – Demand Analysis - Assistance

Zeitner, Monika, Organisation, Recreation and Implementation of Cross-Locational Work-Rules in a Company that Arose out of One from Two Traditional Multinational Conglomerates, Exemplified by Vinnolit GmbH&Co KG

SS 2002

Kuchler Christoph, Selection of a Document-Management-system for a medium-sized global playing company. Specific Needs exemplified with Schattdecor AG

Lauth Bettina, A Comparative Study of Learning Effects of Assignment and Written Exams between Great Britain and Germany

Schüder, Heike, Design and Implementation of a Concept for Team Bulding within an Organisational Development for the New BMW Factory in Hams Hall, United Kingdom

WS 2002/2003

Heiß Korbinian, Implementation of SAP R3 Modules Administration- and Asset-Accounting in an Foreign Subsidiary of SchattDecor AG

Reich Kerstin, Services – Customer Management in Banks, with Contact Channels of mySAP CRM

Teschke Alexander, The sales-channel internet within CRM and its technical deployment exemplified by SAP Internet Sales

SS 2003

Mayr Fabian, An Empirical Study to Implement an Internet Based HR-Marketing Instrument

Becirovic Faris, Implementation of Trust-Based Working Hours in an Insurance-Economic Company

WS 2003

Dreimann Markus, Design and Implementation of a Business Plan for Innovative Service Products Siemens AG

WS 2004

Duy Alexander, Document Management in Practical Use: Implementation of the Electronic Personnel-File at REWE Trading Group

Hamberger Thomas, Employee Attitude Survey in Textile-services Stangelmayer GmbH and Subsequent Recommendations

Schelling Christian, Meaning and Employment of a Process Oriented Quality Management System for Puracon GmbH

SS 2007

Hammer Karin, Self-Motivation – A Stock-Taking of the Most Common Behaviour- and Action-Concepts

Vogl Christiane, Learning Strategies during Academic Studies in Association with E-Learning

Riess Andreas, Evaluation of a Capability-Analysis-Instrument within an Innovative HR-Development Concept

Höfer Gerit, The Must of an Intercultural Personnel Development – A Survey on Selected Sectors of Internationally Operating Medium-Sized Companies

Dirmeier Ines, Possibilities of More Flexible Working Time for Nurses in Hospitals for Triamed Kreisklink Prien am Chiemsee

Fechner Cornelia, Intercultural preparation of Expatriates by the Example of German and Italian Managers

Alber Stefanie, Financial Incentive Systems in Wholesaler's Trade for ALDI Süd

Özan Meryem, Merchandisers' Education in Office Communication at an Decentral Structure for Randstad Germany

WS 2007

Adobhani Nadja, The Connection of Stress Management, Employees-Motivation and Work-Result - Demonstrated in an Empirical Study Among Medium-Sized Businesses

Smolik, Stefanie, Conception of a Personnel-Report as an Instrument for HR-Controlling for a Medium-Sized Globally Operating Company (SITECO Traunreuth)

Müller Cornelia, Conflict Management at Hospitals – The Example of Klinik St.-Irmingard, Prien

Lechner Sabine, Management of Ideas in Medium-Sized Companies – The Example of Autohaus Lechner KG Tegernsee

Bierwirth Janina, Critical Analysis of Selected Job Training Offers for New Employees at BMW Group – Assessment of Parts of the Program and Recommendations to Optimize

Golovina Diana, Educational Controlling – Implementation of Knowledge Transfer Controlling at Messe München GmbH

SoSe 2008

Weber Maria Theresia, Value Adding of Human Resource. The Example of the HR-System at Neenah Gessner GmbH

Strecker Christopher, Flexible Working Time for Elderly Coworkers.

WS 2008

Kalteis, Martina, Conception of a Standard Guide for German Expatriates in Malaysia.

Küper, Nadine, Build Up Cross-Cultural Competencies - Recruitment and Selection of Expatriates.

Sirotek, Alexander, Assessment Center in Perspective. Development of a New Role Model.

Vaclavek, Paula, Creation of a Family-Friendly and Qualified Service Enterprise – Deloitte & Touche Ltd.

Zehetmaier, Michael, Onsite Management as a Strategy for Flexible Work Structure.

SoSe 2009

Dürrbeck, Melanie, Mobbing at the Workplace.

Hasenfratz, Bianca, Generation of a New State-of-the-Art Compensation Model for Spinner Ltd.

Riederer, Bernd, Corporate Health Management – Perspectives of a Neglected Competitive Edge.

Wilhelm, Sebastian, Benchmark Analysis of M&A within the IT- Branch – Internal Search Processes in Comparison of Recruitment Agencies.

D. Ph.D (BA) Students (sorted by Intake Date)

Ng Richard, E-learning Customers Retention Management: A Study on the Antecedents of an Online Community and their Continuance Commitment. September Semester 2005

Ahmad Shukri Abd Ghanim, The Management of Changes in PETRONAS to Become Global Champion. January Semester 2006

Fadzil Bin Ahmad, Corporate Reengineering: A Value-Based Approach – Cognitive Dissonance Between Manifest and Latent Articulation of Values. January Semester 2006

Loh Yu Yee, Training Intervention Action Plans for SMEs in Sarawak – An Exploratory Study. January Semester 2006

Wong Boon Yik, Cost Reduction Through Effective Supply Chain Management – A Study in Manufacturing, Commercial and Distribution Industries in Malaysia. January Semester 2006

Lum Heap Sum, “Congruity and Diversity Between Agency and Expectancy Theory on Behaviour Effects of Performance Measurement: An Empirical Study.” May Semester 2006

Mazibah Bt. Mohd Zin, Succession Planning and Talent Management. May Semester 2006

Wong Weng Fook, An Enabler of Key Performance for Small Medium Enterprises. May Semester 2006

Wong Thomas, Success in Business through Bright Thinking Attitude. January Semester 2006

Teng Kwok Kheong, Construction Conflicts in the Singaporean Highrise Industry. September Semester 2006

Wong Siaw, Modeling the Impact of Project Management Competency, Organisation Structure and Information Technology on Business Change Project Performance using Ontology. May Semester 2007

Mustafa Aydemir, Study of the Characteristics of Strategic Management, the Level of Adoption, and the Utilized Approaches of Mainly Large Organizations in the Middle East, especially in the Gulf Countries. September Semester 2007

EXTERNAL EXAMINER TO Ph.D.

Wong Kung Teck, Computer Attitude, Computer Teaching Efficacy and Learning Outcome in Relation to the Computer Use Among Fresh Graduate Teachers

Rachendran Muthuveloo, Antecedens and Outcomes of Organisational Commitment among Malaysian Engineers. April 2007. Universiti Putra Malaysia

RESEARCH

1. 1986-1987 Perception of the Enemy. Thesis (An empirical study to complete a Doctoral Program at the University of Applied Sciences Munich).
2. 1988-1989 Avoidance and Receptivity of East and West German Sociologists in Book Recensions (Research Assistant Prof Heinz Hartmann PhD Univ Muenster)
3. 1987-1991 Between Ideology and Everydaylife. Attitudes and Awareness Study of Former GDR (German Democratic Republic), Berlin-Leipzig-Halle
4. 1995-1996 Study on Implementation of Flexi-Time (Survey). *SteelcaseWerndl AG, Rosenheim*
5. 1995-1996 *Critical Situations at Sales Counters (Participant Observation). Deutsche Bahn AG, Munich*
6. 1996 Study on Future Perspectives of the Local Retail Trade in a Small Town (Survey)
7. 1996 Representative Study on Mobility of 960 Students at University of Applied Sciences Rosenheim (Survey). *Deutsche Bahn AG, German Railway Company*
8. 1997–1998 Cost-Benchmarking in the Production of 5 Leading German Producers of Office Furniture (Content Analysis, Interviews)
9. 1997-1998 *HR-Development and Viability Study on Quality Circles (Participant Observation, Content Analysis). Deutsche Bahn AG, Upper Bavaria*
10. 1998 *Team Success Factor Analysis (Interviews, Survey). Rolf Kuhn GmbH Tutzing*
11. 1999 Assembly Line Absenteeism (Survey). *SteelcaseWerndl AG, Rosenheim*
12. 2001-2002 *Team Success Factor Analysis, Cathay Pacific Airways, Bangkok*
13. 2002 Post Merger Integration (Survey). *SteelcaseWerndl AG, Rosenheim*
14. 2002 Preference of Leadership Style Among Thai Workforce.(Survey)
15. 2003 Personality Profiles. Chain Restaurant Brezn (Survey), Munich
16. 2003-2004 *Team Success and Personality Profiles (Survey). Simsee Klinik Bad Endorf*
17. 2003-2004 *Analysis DIN ISO 9000 (Content Analysis), Malaysian German Chamber of Commerce, Kuala Lumpur*
18. 2004 Team Analysis (Interview and Survey) *FASTRON Penang*
19. 2004-2005 Ways of Implementation of Personality Profile into Assessment Centres *LEONARD Personality Inventory (Experiment), Kuala Lumpur (10/04-04/05)*
20. 2004-2005 *Viability Study for Bottle-to-Bottle Plastic Recycling Plant.(Content Analysis) Teguh Jaja Sdn. Bhd. Kuala Lumpur*

21. 2005 The Usage of Email within an Open Distant Learning Institution (Content Analysis, Survey). Supported by QMRI (Quality and Research Unit) Open University Malaysia, Kuala Lumpur
22. 2006 with Richard Ng, Impact of COL on the Participation Behavioral Pattern of Learners and Tutors in the Online Discussion Forum (Content Analysis). Kuala Lumpur
23. 2007 15 New Programmes - Research and Proposal for Open University Malaysia (Content Analysis). Kuala Lumpur
24. 2007-2008 Viability Study of Open University's Current Programmes (Portfolio Analysis). Kuala Lumpur
25. 2008 Status of Implementation of Adult Learners' Theory in Open Distance Learning. A Multi-Perspective Approach. Kuala Lumpur
26. 2008 Mobile Learning. Research and Proposal for Open University Malaysia (Content Analysis). Kuala Lumpur
27. 2009 How do They Think, What are their Values? Cross-Cultural Comparison of Generation Y between Singapore and Germany (with SHRI). Singapore.
28. 2009 Light at the End of the Tunnel - Challenges and Applicability of Flexible Work Structures during the Global Economic Crisis. Singapore.

CONSULTANCY & TRAINING

Since 1995, I have conducted consultancies, training and talks on Organisational Development Human Resource Management, Leadership, and Strategic Management at several workshops and executive development programs for both government and private agencies in numerous projects such as:

1. Implementation of a Flexi-Time-Model for an Office Furniture Plant
Steelcase (Werndl Büromöbel) AG / Rosenheim (03/95 - 01/96)
2. Conception and Carrying-Through 11 Test-Quality Circles
German Railway Company (02/96 - 07/96). Based upon Participant Observation of Critical Incidents at the Counter (09/95 –01/96)
3. Implementation of a Management Suggestion Program
Steelcase (Werndl Büromöbel) AG / Rosenheim (03/96 - 09/96)
4. "Quo vadis" - Future Perspectives of the Local Retail Trade *Bad Aibling (07/96 (10/96)*
5. Evaluation and Benchmarking of Quality Circles. *German Railway Company (10/96-02/97)*
6. Benchmarking in the Production of 5 Leading German Producers of Office Furniture (03/97-04/98)
7. Concept of „Motivating Controlling“
Raiffeisenbank Rosenheim e.G. (04/97-07/97)

8. A Tailor-made Concept for Modern HR-Development
German Railway Company (07/97-10/97)
9. Implementation of a Flexi-Time-Model
Sparkasse Rosenheim (03/98-12/99)
10. Cross-Cultural Team Building in Semi-Conductor-Plant
Meissner + Wurst Sdn.Bhd. (Jenoptic Group) Kuching / Malaysia (10/98- 03/99)
11. Implementation of a Management Suggestion System.
Sparkasse Rosenheim (07/99-09/99)
12. Program to Reduce Absenteeism
Werndl BüroMöbeL AG. Rosenheim (09/99-08/00)
13. Research and Recommendation on the Night Bus (user and non-user-study)
Rosenheim Public Transport Service (03/00 –07/00)
14. Change Management Projects with the Centre of Continued Learning
Universiti Malaya. Kuala Lumpur
 - a) Public workshops:
(participants from Petronas, B.Braun, Bosch, University Malaya, Sarawak Housing Commitee). Kuala Lumpur, Kuching and Penang (08/00-09/00)
 - b) Inhouse workshops:
UNITEN, TEC Asia, Pantai Hospital Group and Tongkah Medinvest, Kuala Lumpur (02/01)
15. Team Building and Team Development
Cathay Pacific Airlines. Bangkok (09/00-05/01)
16. Team Building and Team Development
Reinhausen Asia Pacific. Kuala Lumpur (05/02-05/03)
17. Post Merger Integration
SteelcaseWerndl AG. Rosenheim (05/02-11/02)
18. Team Building and Development *MTU Maintenance Malaysia (06/02-10/05)*
19. Implementation of Balanced Score Card System *Malaysian-German Chamber of Commerce. Kuala Lumpur (11/03-04/04)*
20. Implementation of Balanced Score Card System *Daimler-Chrysler, Kuala Lumpur (11/03-04/04)*
21. Team Building and Team Development
FASTRON Penang, (02/04-04/04)
22. Implementation of Personality Profile into Assessment Centres
LEONARD Personality Inventory. Kuala Lumpur (10/04-04/05)

23. Changing Mindsets Seminar
METEOR Group, Kuala Lumpur and KUSTEM. Terengganu (09/05)
24. *Changing Mindset - Training for OUM Lead Tutors. Kuala Lumpur (05/05)*
25. *Tutor Training for Open University. Kota Bharu (08/05)*
26. Team Building and Business Coaching
Siemens Sdn. Bhd. Kuala Lumpur (12/05- 05/06)
27. Team Building and Team Development
Steelcase Malaysia Sdn. Bhd. Kuala Lumpur (09/06-07/07)
28. Concept of a Seminar for “Human Capital Development in Malaysia”
Economic Planning Unit (EPU). Kuala Lumpur (03/08-)
29. Conception and Implementation of a University-Wide Question Bank. Open University Malaysia, Kuala Lumpur (08/2007-present)
30. Creation and Implementation of the National Policy for Human Resource Development Programme Vietnam” (2010 – 2025) *World Bank/ McKinsey Hanoi (11/07-present)*
31. Shaping the Workplace of the Future – Ideas and Thought on a Worldwide AON Research Center at Singapore (12/08-02709)

REFEREES

1. Professor Ramli Bahron
General Manager
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Kuala Lumpur. MALAYSIA.

2. Professor Dr Ahmad Hashem
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3. Professor Dr. Wolfgang Fikentscher
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4. Professor Dr. Thomas Bartscher
Vice President, Faculty of Business
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(PROF. DR. KARL WAGNER)
May 2009

BIODATA

PROF. DR. KARL WAGNER graduated both in Sociology and Business Administration from the University of Munich in 1987. Besides this, he was trained in numerous areas covering facilitation techniques, total quality management and team training. Since 1991, he had held several senior positions in the corporate sector before he became a lecturer at the University of Applied Sciences Rosenheim / Germany in 1993. Together with his Malaysian partners, Prof. Karl Wagner provides consultancy and training primarily in the field of human resource management (e.g. recruitment, development), leadership (e.g. silent cost analysis, motivation feasibility studies) and change management (e.g. the path from vision to action).

He was awarded a scholarship of the German Academic Exchange Service to research the former German Democratic Republic in Berlin. By his thesis on that topic, he took his German Ph.D. at the Faculty of Economy at the University of Münster in 1991 and spent the next three years as a HR-manager in industry. This was followed by another 10 years of teaching as professor at the University of Applied Sciences Rosenheim, specialising again in HR-management and organisational development. Prior to his position as a professor and consultant after the Berlin wall broke up, Prof. Karl Wagner was working as a project manager in the former Eastern Germany (GDR). Focusing on the partnership between the industry and the University his intention is to bridge the gap between theory and practice to the mutual benefits of both sides. Besides taking care of several projects in industry, Prof. Karl Wagner also has been head of the study branch on Human Resource Management. He was the national organiser for the first synergies forum between all colleagues of his state Bavaria.

Prof. Wagner was also responsible for the conceptualisation, planning and implementation of several flexi-time models in German industry. One of them, conducted for one of the most excellent internationally operating office furniture producer, saved the company 2.6 million RM within the first year of use. Prof. Wagner also was responsible for conceptualising, planning and co-ordinating the implementation of some modern management proposal programs. He also implemented this model to his own university where lecturers, co-workers and students can share their creativity by proposals on the homepage by an integrated data bank. He is the founder president of the Human Resource Circle providing an internet platform for both his graduates and HR-managers who collaborate with the University in terms of practical projects and recruitment.

Since 2000, Prof. Dr. Karl Wagner has served as a resource person on HR management and customer orientation projects to larger German companies like BMW, Steelcase Germany or the German Railway Company. He has conducted team workshops for some leading hospitals for professionals, teachers and students.

During the last 10 years, Prof. Wagner has also received wide international exposure and reputation, especially in Malaysia and in Thailand. Furthering on the applied side of science, he has delivered inhouse workshops for corporate organisations like Siemens, Schott Glass Malaysia, Daimler Chrysler, the Malaysian-German Chamber of Commerce or the Pantai Hospital Group.

For several companies, he was responsible for team building and development. On a part-time basis, he became both lecturer and supervisor in different Universities, like UM, UMS and UPM. His last position was to act as a consultant for the Senior Vice President of Open University Malaysia.