

The image shows a large, modern atrium with a high ceiling and a central skylight. The walls are light-colored, and there are multiple levels with white railings. A large, abstract painting is displayed on the wall in the center. The floor is a checkered tile pattern. The overall atmosphere is bright and open.

**CBS**

Copenhagen Business School

# **ANNUAL REPORT 1991**

# TABLE OF CONTENTS

<b>Annual Report for 1991</b>	
By President Finn Junge-Jensen .....	1
<b>Internationalization</b>	
Community of European Management Schools .....	5
New Bearings and Joint Research .....	8
The New Europe Positions Itself Globally .....	10
Inspiring International Conference Hosted by the Copenhagen Business School .....	12
Business and Economics Studies on European Integration .....	14
International Scholars at the Copenhagen Business School .....	16
Global Management Is Gaining Ground ..	18
<b>Innovation and Industrial Development</b>	
Pivot for International Cooperation on Technology .....	19
Production Will Be an Important Parameter in Competition in the 1990s .....	20
<b>Assessment of Managers' Roles</b>	
New Data on Human Resource Management .....	21
New Demands on the Controller Function .....	22
<b>Candidates</b>	
Language Engineers Go out into the Business World .....	23
Un New Job-opportunities for MBA (Int)s .....	24
Three Star Conference Interpreting Programme .....	25
<b>Department Profiles</b>	
The Merging of Institutes Creates a Wider Research Profile .....	26
<b>Fundamental Research</b>	
Fundamental Research and Language Technology Products .....	27
<b>Library</b>	
Success Through Goal-oriented Effort ...	29
Key figures .....	30
Important addresses .....	

**Cover:**

Front page: A look into the  
Dalgas Have building

Back page: A look into the  
Dalgas Have building

**Copenhagen Business School**

Struenseegade 7-9  
DK-2200 Copenhagen N

Tel.: +45 38 15 38 15

Fax: +45 38 15 20 15

**Annual Report prepared by:**

Finn Junge-Jensen, President

Finn Kjerulff Hansen,  
PR-Officer

Per Thygesen Poulsen, journalist

**Photographs:**

Jørgen Schytte

Hans Strømsvik

Michael Stub

Sine Fiig

Sonja Iskov/2. maj

Michael Ulfeldt

Danish Red Cross / Leif Nyholm

Henning Larsen

Copenhagen Business School

Tokai University Centre Europe

**Lay-out og print:**

Klink Offset

July 1992

## Strengthened Cooperation with the Business Community



Finn Junge-Jensen, President

***In late years the possibilities of creating increased competitiveness in the Danish and European business community have increasingly been made dependent upon the possibilities for business firms of recruiting employees with an international perspective and top qualifications***

For the Copenhagen Business School it has been very important to be able to contribute to satisfying these requirements by developing our programs in a positive dialogue with the business community and interest organizations. In the mid-1980s a number of new "combinatory study programs" were established, i.a. on the basis of recommendations made by the Federation of Danish Industries about the business community's needs for new qualification profiles. Later studies made by, among others, the Danish Employers' Association and the Association of Danish Business Economists, have all provided valuable input to the design of the new M.Sc. "line-structure" and to the coming B.ling.merc. program.

In recent years external examiners and lecturers from the business community have played a more active role in the discussions of quality and contents in our study programs than previously. The Association for the Education of Young Businessmen has

- both as a partner and sponsor - given the CBS valuable support in this process.

In Community of European Management Schools (CEMS), which the CBS joined in 1990, a number of international corporations constitute an advisory board, which, together with the participating academic member institutions, discuss present and future qualification requirements for managers. Without this active participation from firms throughout Europe, it would have been impossible to create a course at the international level which the CEMS-degree aims at.

It is essential for CBS students to deal with real-life problems in their projects. The business community's willingness to participate in such projects with our students is of vital importance to the quality and relevance of the school's study programs. We are pleased that an increasing number of firms take part in this process and trust that many managers in business have discovered that they can get inspiration from working with our students.

In 1991 the cooperation between the Copenhagen Business School and the Danish and European business community was strengthened at all levels.



### A New Center for Continuing Education and Business Research Established

The internationalization of business life, the keener competition on all markets and the rapid technological development make many traditional skills obsolete and create new demands on employees. The recruitment of new employees will not be sufficient to satisfy the demand for the continuing development and qualification of human resources.

In-service training and human resource management are growth areas in most firms.

The Copenhagen Business School has put a lot of energy into contributing to this process in order to ensure that the most up-dated knowledge and relevant skills are communicated by means of efficient pedagogical methods.

This is the reason why the CBS Center for Continuing Education was founded in the spring of 1991. The Center, which is financially independent of the CBS, can meet the corporate sector's demand for tailor-made in-service courses, analyses, reports etc. within the CBS's many areas of expertise. Already during the Center's first year, a large number of tasks were successfully solved, and the activities of the Center are expected to grow rapidly over the coming years.

### New Educational Programs

As a direct consequence of the development in Eastern Europe, the CBS has now created a M.ling.merc. program in Russian in order to satisfy the business community's demand for employees with substantial knowledge about business life and society in general in Eastern Europe as well as the ability to translate and interpret between Russian and Danish. These skills are expected to be important competitive parameters in the East European markets for many years to come.

Likewise, the still more dominant position of the Far East in the global economy has triggered the setting up of a new program in Business Economics with Japanese. Japanese will be the first foreign language in this new program, English the second foreign language and economic affairs and culture in the Far East will be core courses. Furthermore, the intention is to send the students on traineeships in Japanese firms to give them hands-on experience of Japanese traditions and corporate culture.

Finally, the nature and structure of the M.Sc. program will change as from the spring-term 1992. A new line-structure will be introduced, which gives the students the chance to go more into detail with one area, and the added advantage of a clearer qualification profile. In the

spring-term of 1992 the students may choose among the following nine lines:

- Finance and Accountancy
- Management Accounting
- Human Resource Management
- Strategy, Organization and Management
- Economic Marketing
- Corporate Design
- Management of Technology
- International Marketing and Management
- International Business

The two last lines give the students the possibility to add a CEMS-Master degree to their M.Sc. degree from the CBS.

This new line structure and the generally increased international focus of the courses will make the graduates more competitive on the international job market. The employment situation in Denmark has deteriorated substantially during the last few years, and an increasing number of M.Sc. graduates will have to find their first job abroad.

### Internationalization and Quality

The Copenhagen Business School continued its rapid internationalization process in 1991. An increasing number of M.Sc. courses are taught in English, new student exchange agreements have been signed, and the interest in international recruitment is increasing.

However, the internationalization process has probably manifested itself most strongly in the CBS's research activities. A rapidly growing number of the school's researchers now publish their results internationally. In 1991 the CBS hosted many international conferences, which demonstrated the strong position of several CBS-researchers in international networks. An international research environment is a basic prerequisite for creating the knowledge and educational programs needed by the Danish business community. Therefore we are pleased that the results of many of the CBS's research projects have been of direct use to the business community in Denmark.

Both in relation to research and study activities, internationalization is crucial for the ongoing development of quality. The dialogue with other traditions and environments have generated many creative cultural clashes, and the links to international "Centers of Excellence" ensure a good standard of reference when results are to be evaluated.

Peaceful competition with partners all over the world gives valuable inspiration for renewal, and at the same time it gives each individual institution the opportunity to cultivate its own unique

profile and special areas of competence. In the coming years, the Copenhagen Business School will benefit considerably from participating in the numerous international networks which have been created in the 1980s.

#### **Altered Conditions for the Institutions**

The conditions for higher education in Denmark will probably change in three areas over the next couple of years.

First of all, the institutions will experience a more stable development in the grants they receive from the Ministry of Education. The severe cut-backs, which have characterized the situation in the 1980s, seem to be a thing of the past.

Secondly, the Ministry of Education will delegate authority to the institutions in areas such as enrolment figures, admission terms and resource allocation.

Finally, the Danish parliament is expected to pass new legislation on the regulation and internal management of the institutions in the higher education sector.

Hopefully, these reforms signal a new confidence in the institutions' ability to contribute to the development of the Danish society and to manage their own affairs and resources efficiently.

The reforms will leave it to the institutions to use the increased financial stability and freedom in a positive way.

The Copenhagen Business School will concentrate its efforts on creating lasting improvements in the coming years. There will be less need for drastic changes of research areas, study programs and organizational structure. Instead we need to continue the development of an organizational culture characterized by creativeness, innovation and perseverance.

Finn Junge-Jensen, President



"The business community's willingness to participate in student projects is of vital importance to the quality and relevance of the school's study programs". (Professor Niels Bjørn Andersen visiting Gutenberghus with a group of students).



"In Community of European Management Schools (CEMS), a number of international corporations constitute an advisory board..... without this active participation from firms throughout Europe it would have been impossible to create a course of study at the international level which the CEMS-degree aims at". (From the CEMS-meeting with representatives from corporate members in Copenhagen, January 1991).



"In-service training and human resource management are growth areas in most firms. The Copenhagen Business School has put a lot of energy into contributing to this process". (Presentation of diplomas marks the end of an English-course for employees in Den Danske Bank).



"However, the internationalization process has probably manifested itself most strongly in the CBS's research activities. 1991 the CBS hosted many international conferences, which demonstrated the strong position of several CBS-researchers in international networks". (World Marketing Congress, Dalgas Have, August 1991. Professor and conference chairman Hanne Hartvig Larsen and Dean of Faculty, Hans Engstrøm, are seen at the far right).



"Finally, the nature and structure of the M.Sc. program will change as from the spring-term 1992. A new line-structure will be introduced, which gives the students the chance to go more into detail with one area, and the added advantage of a clearer qualification profile. This new line structure and the generally increased international focus of the courses will make the graduates more competitive on the international job market".



"The CBS's accommodation situation has now become so serious that it is no longer possible to create a well-functioning educational environment. The CBS hopes that the past few years' efforts to find a solution to these urgent problems will be successful". (B.Sc. students in a classroom in Nansensgade).





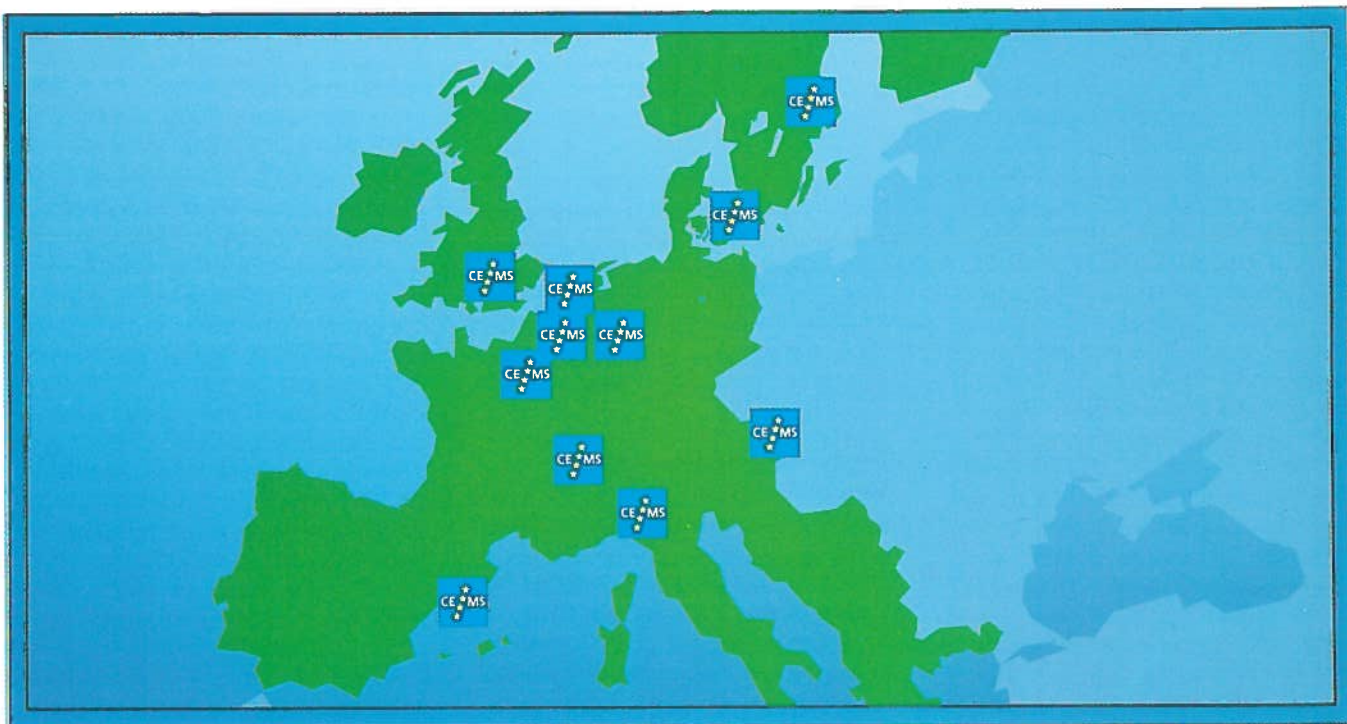
*"A community of academic and corporate members working together to develop a common body of European knowledge in the fields of Economics and Management leading to a common European degree".*

#### Academic members

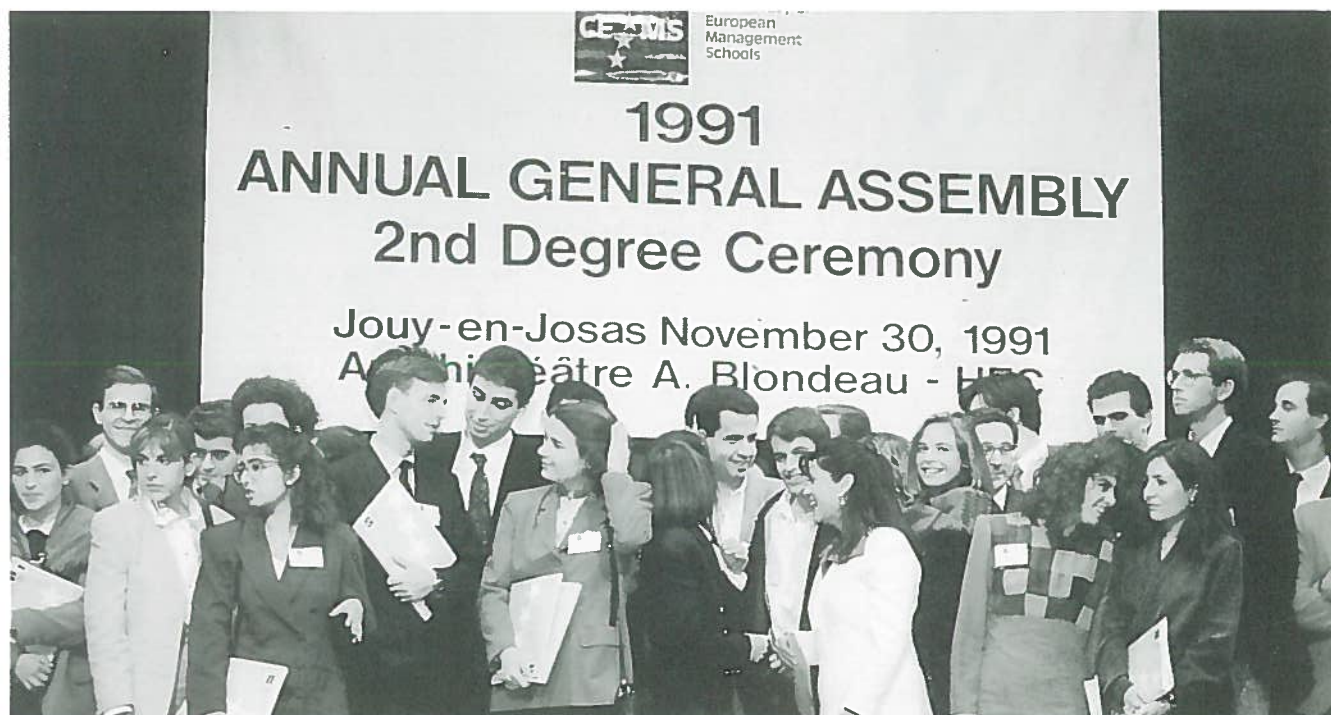
Copenhagen Business School  
 Erasmus Universiteit, Rotterdam  
 ESADE - Escuela Superior de Administration y  
 Dirección de Empresas, Barcelona  
 HEC - Ecole des Hautes Etudes Commerciales, Paris  
 Hochschule St. Gallen  
 London School of Economics and Political Science  
 Stockholm School of Economics  
 Université Catholique de Louvain, Louvain - la - Neuve  
 Università Commerciale Luigi Bocconi, Milano  
 Universität zu Köln  
 Wirtschaftsuniversität Wien

#### Corporate members

Austrian Airlines, Vienna  
 Austrian Industries, Vienna  
 Banca Commerciale Italiana, Milano  
 Banco Hispano Americano, Madrid  
 Carlsberg, Copenhagen  
 Cassa de Risparmio delle Provincie Lombarde, Milano  
 Crédit Lyonnais, Paris  
 Dresdner Bank AG, Frankfurt  
 Elektrowatt Ltd., Zürich  
 Ericsson, Stockholm  
 Hafnia Holding, Copenhagen  
 Haniel GmbH, Duisburg  
 IBM Europe, Paris  
 ISS, Copenhagen  
 J.P. Morgan, Brussels  
 KPMG, Cologne  
 Petrofina, Brussels  
 Procter & Gamble, Paris  
 Saint Gobain, Paris  
 Schindler Holding AG, Luzern  
 Seat Volkswagen, Barcelona  
 Shell, the Hague  
 Siemens, Munich  
 Veba, Düsseldorf  
 Winthertur, Geneva  
 Wolter Klüwer, Deventer (NL)



# Community of European Management Schools



Happy CEMS-graduates receive their diplomas. At the next graduation ceremony there will be CBS graduates among them.

**The CEMS-network is an attempt to create a common European master's degree in economics and management at the highest international level. The CEMS-master's degree is an opportunity for students with a 3-year BA-degree to add a European management degree to their national master's degree**

In 1990 the Copenhagen Business School was the first Scandinavian business school to achieve membership of the Community of European Management Schools. This was a logical extension of the CBS's participation in the global PIM-project (Program in International Management). Today all ten continental PIM-members are also members of CEMS. In 1991 Handels-höjskolan in Stockholm and the London School of Economics and Political Science joined CEMS, and Finnish and Norwegian schools applied for membership. Consequently, CEMS is going through a difficult phase of integrating a business school from each of these countries. Furthermore, the corporate network has been extended by international corporations from Switzerland, Austria and Sweden.

## **New CEMS Courses Proposed by the Copenhagen Business School Approved**

All member institutions participated in a meeting held at the CBS on 18 and 19 October 1991, where the future organizational development and strategy of CEMS were on the agenda. The CBS used this opportunity to propose a number of new CEMS-courses, such as International Management Consulting, Service Management and Management of Innovation and Technology. All of these were approved by the meeting. Simultaneously the CBS hosted a meeting of the Interfaculty Group for languages, which discussed the contents and future organization of the special CEMS language tests.

## **Boom in the Number of CEMS-Degrees Awarded**

The number of CEMS-Masters is growing rapidly. At the end of 1992 more than 150 students will have been awarded the CEMS-degree, and in 1993, when the first 10-20 Danish graduates get the degree, they will be joined by about 500 graduates from

other CEMS-schools. In 1996, or 1998 at the latest, the CBS will be responsible for the graduation ceremony.

"The job opportunities for the growing number of CEMS-Masters are considered to be good. All CEMS schools, as well as the corporate members of CEMS, share this view", says Harald Vestergaard, who is the CBS's CEMS-coordinator.

"Not least the big European corporations emphasize recruitment on a European basis. The CEMS-degree contributes to eliminating the uncertainty which many personnel managers feel when assessing applicants with very different and perhaps unfamiliar European degrees".

"It is equally important that the CEMS-degree satisfies these corporations' need for managers with a clearly defined background in business economics combined with a master's degree emphasizing broad qualifications based on analyses of corporations in their institutional environment", Harald Vestergaard continues.

"In addition to this, corporations underline the linguistic and cross-cultural qualifications, which CEMS-graduates acquire through academic



stays at other CEMS schools as well as internships abroad”.

#### **Huge Interest among Students**

If the number of students which have participated in the information meetings held about the CEMS-program is anything to go by, a lot of CBS-students are interested in the CEMS-program.

“Another indication of this rising interest is that our B.Sc. students are beginning to plan their study activities on a long-term basis in order to be able to honor the CEMS-requirements. For example, the course **economic history**, which has not previously been very popular, this year attracted a lot of students because it is a CEMS-requirement; so popular that we now offer the course also to M.Sc.students, who did not take it previously”, says Harald Vestergaard.

#### **Will the Copenhagen Business School Be Able to Fulfil the Expectations?**

The huge interest in CEMS is positive but it also faces the CBS with the challenge to satisfy the expectations of the students.

For example the CBS must each year present a varied offer of optionals taught in English. Otherwise it will be difficult to attract a sufficient number of foreign CEMS-students to provide study places for a corresponding number of CBS-students with our CEMS-partners.

Harald Vestergaard points out that only the CBS and two other CEMS-institutions at present offer programs taught in English, but several others will do so in the years to come, so that increased competition on quality will be an unavoidable consequence.

In connection with a new line-structure on the CBS's M.Sc. program it has been promised that at least one of the lines must give the students the opportunity to fulfil the conditions for acquiring the CEMS-degree without prolonging their time of study.

“But one line is probably insufficient to satisfy the demand in future. Therefore we are looking forward to seeing how the prospects are when the new line-structure has been fully implemented”, Harald Vestergaard finishes.

*For further details please*

*contact:*

*Associate professor*

*Harald Vestergaard*

*Institute of International*

*Economics and Management*

*Nansensgade 19, 7*

*DK-1366 Copenhagen K*

*Tel: +45 38 15 25 15*



Dean Hans Engstrøm, Faculty of Economics and Business Administration, (on the left) and Mr. Jan Rasmussen, Managing Director, ISS, (on the right) during the CEMS Annual Assembly in Paris.

## New Bearings and Joint Research

*The Valhalla Conference 1991 crowned three years' international research co-operation on the development of new methods for the study of organizational cultures*

Interlocking research communities of the Institute of Organization and Industrial Sociology (IOA) and the international network of researchers, the SCOS, has resulted in an untraditional and successful conference at the Copenhagen Business School.

"As academics, few of us are rich. But I couldn't help reflecting on how enriched, and actually wealthy, I am to be able to participate in international EVENTS like the SCOS conference in Copenhagen in June 1991" says the editor of the American Organizational Culture and Symbolism Newsletter. The starting signal of the Valhalla conference was given at a SCOS conference in Istanbul in 1988. It was the chairman, Associate Professor Kristian Kreiner from the IOA, who did not stop at the usual "call for papers", but formulated a "call for research". That led to the establishment of research groups which met at three international workshops on their way towards the goal, the conference in Copenhagen in 1991.

### Culture and Symbols

SCOS is a highly esteemed research network with a couple of hundred members spread all over the globe. Its field of work is organizational cultures and symbolism, and the network has been established in Europe to counterbalance the more mechanistic culture research that is particularly characteristic of the USA. But, today, American universities and business schools are strongly represented, along with Canada and Australian ones, while North and South Europeans are now accompanied by both Hungary and Turkey.

The purpose of inviting scholars to engage in preliminary research co-operation was not to standardize research traditions, but to provide for the many varied methods to be of mutual inspiration. The goal has been to find new bearings, for new possibilities rather than report routinely on results.



*Concentrated listening during the conference*



By this approach we have succeeded in launching a conference of higher research and methodological quality than usual. The quality of contributions has been high, and we have received extremely positive feedback from the participants, says Kristian Kreiner.

#### Variation of Themes

In the conference invitation, empirical research within organizational culture was particularly called for in order to bring out also discussions of a more methodological nature. The subjects have been centered around four major themes. Organizations of the future must be able to operate under "ambiguity and paradoxes". They will have to operate "cross-culturally" and to be able to handle "cultural change". "Postmodernism" is not only a breach of styles, but also of established methods. These major subjects have called forth more than a hundred offers of papers, of which sixty were presented at the conference. They included descriptions of prosperity and decline within the employee-owned Danish newspaper "Information"; descriptions of different attitudes to work among

Japanese and American colleagues in a Japanese subsidiary; of the pitfalls of privatization in Poland; of spontaneous humour as an indicator of ambiguity and paradoxes in an organization; and of concepts and methods of organizational ethnography - just to suggest how wide the scope of subjects was within the sixty papers presented.

#### Valuable Experience

The Valhalla Conference is the biggest of the annual international conferences held during the last ten years by SCOS. Majken Schultz and Kristian Kreiner, both IOA, have long taken part in the management of SCOS and therefore they acted as the link to the Business School.

But the Valhalla Conference at the same time became the culmination of a basic-research initiative for the development of new social science paradigms worked on by a large research group at the IOA. All the members of the group presented their separate papers at the conference.

Through the support of the Danish Social Science Research Council and FUHU (The Association for the Educa-

tion of Young Businessmen) the organizers have had secretarial assistance during the year of preparation. And sponsors from trade and industry as well as private foundations made it possible to maintain an international level of framework and arrangements, which has contributed to placing the Business School and our Institute at a high level in the minds of international experts.

The group around the Valhalla Conference no longer exists. Now it is up to the individual to utilize the inspiration, prestige and contacts created, says Kristian Kreiner. Theory and practice are often talked of as opposites. However, the conference shows how inspiring practical problems are, not as a fetter, but as a basis of theoretical analysis.

---

**For further details contact:**  
**Associate Professor Kristian Kreiner**  
**Institute for Organization and**  
**Industrial Sociology**  
**Blågårdsgade 23B**  
**DK-2200 Copenhagen N**  
**Tel: +45 38 15 28 15**

---



*The organizers of the Valhalla Conference, Associate Professor Kristian Kreiner and Assistant Professor Majken Schultz, are seen at the desk.*



## The New Europe Positions Itself Globally



# EIBA

EUROPEAN  
INTERNATIONAL  
BUSINESS  
ASSOCIATION

Ron J. H. Meyer, Rotterdam School of Management, presents his paper during session 3, "Pan-European and International Marketing Strategy".

### **European experts in marketing, economics and organization met at the Copenhagen Business School to take stock of Europe's position in the international marketplace**

It might have been a stroke of genius but it was, in fact, a coincidence that, only one week after the Maastricht agreement on a European Political Union, more than 200 experts from 27 countries met in Copenhagen to discuss "An enlarged Europe in the global economic setting".

"Nobody could have predicted this when we formulated the topic of the conference eighteen months ago", admitted Harald Vestergaard, main organizer of the EIBA-conference in Copenhagen on December 17-19, 1991.

Harald Vestergaard is an associate professor at INT, the Institute of International Economics and Management at the CBS. As he happens also to be president of EIBA and chair of its 17th annual conference, INT was given a very central role to play, and a lot of extra work to do, in connection with the planning and organization of this highly topical researchers' meeting.

### **Interdisciplinary Activities**

What binds together the members of EIBA (the European International Business Association) is not so much specific subjects as an interest in the international business community. EIBA members represent subjects or areas which each usually arrange their own conferences, seminars, etc. for groups such as economists, marketing people and finance and organization experts.

This is why the EIBA conferences are particularly well-suited for registering the interplay which exists between many of these professional groups in the development of competitive undertakings and economic policies with industrial promotion incentives. Among the 72 competitive papers submitted and subjected to an in-depth scrutiny, the organizers selected a total of 42 contributions which were subsequently printed in the 1,135-page long, two-volume conference proceedings. This was the first time the EIBA has undertaken to subject papers to a scholarly evaluation on an anonymous basis; a procedure which facilitates the parti-

icipation of new talents in the competition with prominent international experts.

In addition to these contributions 56 researchers presented papers of a less formal nature, selected on the basis of abstracts submitted. In this way, it was possible to get an impression of the latest trends on the basis of ongoing research projects and activities.

### **A Broad Spectrum**

The result was a broad spectrum of presentations ranging from relations between public authorities and multinational corporations to the applicability of vocational training across borders; from service sector internationalization to direct foreign investments in the countries of Eastern Europe.

Among other interesting topics is vocational training in Eastern Europe. Under the TEMPUS program, and together with 3 other schools, the CBS is involved in the training of Polish management teachers. The Polish participants are much preoccupied with internationalization problems and, with

some hesitation because of the unstable situation, they plan to host the EIBA conference in Warsaw three years from now.

#### Doctoral Tutorial

For the fifth time a "Doctoral tutorial" was arranged in connection with the Copenhagen conference. This is a special program in which leading international professors and doctors perform counselling of senior students in relation to the further course or the progression of their planned Ph.D dissertations. And, for the first time ever, a Dane took part in the program.

"It was an extremely intensive exercise. We were eight selected students and six professors. They had scrutinized our projects and were incredibly adept at identifying the essential points and the suitability of the methods in relation to Ph.D dissertations", says Bent Petersen, a Ph.D student at INT. Harald Vestergaard had invited some 100 Danish Ph.D students in the relevant disciplines to apply for partici-

pation in the program, but only one responded and was, later, chosen from among the many international applicants.

"As a researcher you have got to make up your mind whether you want to be the club champion or whether you want to join the international league. For those wishing the latter, the Doctoral tutorial will give a good indication of their chances", says Harald Vestergaard.

#### International Level

The organization and hosting of the EIBA conference has earned the CBS a lot of respect from the international participants. It was generally agreed that the arrangement was at a high level and members who, for several years, have stayed away from the conference joined the Copenhagen event. "In my view the conference was a good example of the internationalization process that the CBS has undergone in the three years since I was here last", says Arthur Stonehill who

has returned to the INT a second time as guest-lecturer.

Helping to support the high level were a number of sponsors: in addition to FUHU, nine of Denmark's leading industrial undertakings and foundations assisted.

"It was a very well organized conference, perhaps the best we have ever had", says Professor Frode Slipsager. "It reinforced my impression that, in terms of research, we are still among the players and nothing happens that we do not know about".

*For further details contact:  
Associate Professor  
Harald Vestergaard  
Institute of International  
Economics and Management  
Nansensgade 19, 7  
DK-1366 Copenhagen K  
Tel: +45 38 15 25 15*



Professor Niels Thygesen lectures on "The Implications of Economic and Monetary Union in Europe" during one of the plenary sessions of the EIBA-conference. Finn Junge-Jensen, President of the CBS, and Harald Vestergaard, organizer of this year's conference, are listening first row left.



## Inspiring International Conference Hosted by the Copenhagen Business School



**The Marketing Institute of the Copenhagen Business School arranged the first conference in Europe hosted by the Academy of Marketing Science**

One hundred and fifty international marketing researchers from universities and business schools all over the world met at the Copenhagen Business School on 11th to 14th August this year. It was the first time that the renowned Academy of Marketing Science has held a conference in Europe, and the Marketing Institute was given the responsibility for the arrangement. At the conference, researchers exchanged their latest findings and theories within the main fields of consumer behavior, cross-cultural studies, marketing management, service management, international marketing, communication, consumer surveys, and macro-marketing. A total of four plenary sessions were held and 70 research papers presented during the four days of the conference. In addition to the contributions by researchers, the Scandinavian firms Georg Jensen, Ikea and Volvo presented their practical experience in international marketing.

**Professor George Fisk, Emory University, presents his paper "Green Marketing Now" during the session on "Macromarketing Issues in the Course of Economic Development".**

### A High Level

Two Danish professors, Dr Fleming Hansen and Prof Hanne Hartvig Larsen, together with their American colleague, Dr Gerald S. Albaum, were responsible for the arrangement. A number of Danish researchers and their international colleagues assessed the research papers submitted and chaired the discussions. "Reading and assessing the many papers reveals that although methods differ from country to country, there is no difference of academic level", Prof Hanne Hartvig Larsen points out. One of the important topics was the value of advertising across boundaries of language and culture. Here the conference showed that the idea of internationalization and globalization is tenable only for some lines of production and distribution, typically illustrated by relatively few products such as Coca Cola and Levi's jeans. But as a general rule, television commercials and the selling points of advertise-

ments cannot be extended from one country to another in their original form.

### Immediate Exchange

It is important that new knowledge should be disseminated quickly. Publication in scientific journals serves a useful, though much too slow-acting, means to this end. It takes up to two years from the time a manuscript is submitted till it has been assessed, revised, accepted and published. This process can easily lead to stereotyped results, and, accordingly, many researchers choose the increased latitude and the more immediate dissemination of their ideas when they are presented at conferences and in conference proceedings. At conferences, a picture is formed of the topics that international researchers are most interested in. New topics are presented and later quoted by colleagues, and at the same time researchers meet other researchers with



whom they can exchange ideas, assured of mutual understanding.

"The networks that are created in this way may be the most important result of conferences", says Prof Hanne Hartvig Larsen.

She and Dr Flemming Hansen are both members of the Association of Consumer Research, and they and others in the Marketing Institute are members of the European Marketing Academy and the American Marketing Association. She is co-working on an investigation of consumer behavior in Great Britain and Denmark as a consequence of a contact which was established at a conference two years ago.

#### Praiseworthy Effort

For many months Prof Hanne Hartvig Larsen, Dr Flemming Hansen and two secretaries worked to make the conference successful. Papers were read and revised, hotel reservations and arrangements made.

It was only possible with financial support from the Danish Social Science Research Council and the Association for the Education of Young Businessmen. Carlsberg hosted a cultural arrangement and, by being sponsors, other firms also helped to make the conference a success. The Copenhagen Business School provided lecture rooms at Dalgas Have for the international researchers.

When, in 1988, the Marketing Institute hosted a conference on marketing and semiotics, one spin-off was a position for a visiting professor in the new subject, which is the field of study of four of the researchers in the Institute today. In future we shall see how this year's work has inspired further research collaboration and teaching.

**For further details contact:  
Professor Hanne Hartvig Larsen  
Marketing Institute  
Struenseegade 7-9  
DK-2200 Copenhagen N  
Tel: +45 38 15 21 00**



*Discussion continues during the few and brief breaks*



*Conference organizers: From left Professor Flemming Hansen and Hanne Hartvig Larsen from the Marketing Institute together with Professor Tom Mentzer, President for Academy of Marketing Science, and professor Gerald Albaum, Oregon State University, who has worked as a guest-lecturer at the CBS on several occasions*

## Business and Economic Studies on European Integration



Lauge Stetting, Associate Professor and member of the planning committee, in discussion with Seev Hirsch, University of Tel Aviv and Lilach Nachum, Ph.D. student at the CBS.

**Business economists at the Copenhagen Business School decided in 1988 to make the European integration process a theme for a cooperative international research effort. They wanted to include not only internationally established senior scholars with research interests in European integration, but also Ph.D. students and post-doctoral scholars from business schools throughout the world.**

The idea was to give junior scholars an opportunity to have their research papers and proposals discussed in detail with other scholars with similar research interests. It was also an aim to have young Danish and other Scandinavian Ph.D.-students confronted with research traditions from other countries and to meet Ph.D.-students from some of the best universities and business schools throughout the world.

The main role of the senior scholars would be to advise junior scholars and to report on their own recent and ongoing research on topics relevant to the Summer Institute.

### **Research Program: Business and Economic Studies on an Expanding Europe**

Through generous grants from public and private foundations, a three year international research program was established, and the format has been flexible enough to allow recognition of the new economic and political realities in Europe.

The Executive Planning Committee of the program includes professors:

- John Dunning, Institute of Economics, Reading University
- Niels Christian Nielsen, Institute of Finance, CBS
- Lauge Stetting, Institute of International Economics and Management, CBS
- Arthur Stonehill, Institute of Finance, Oregon State University.

### **Summer Research Institutes**

The Summer Institute program was planned

- to include Summer Research Institutes in 1990, 1991 and 1992
- to encourage junior and senior participants in these Summer Institutes to

continue their cooperation in international research networks on specific subjects

- to distribute refereed Working Papers from the Summer Institutes, and
- to publish, in 1993, some of the best Working Papers and papers from the Summer Institutes in one or two thematic volumes.

The *First Danish Summer Research Institute (DSRI)* was held in August-September 1990 at the Gilleleje Holiday Center on the north coast of Zealand, some 50 kilometers north of Copenhagen. Participants were 34 enthusiastic Danish and foreign junior scholars who had ample opportunities during the two week Summer Institute to discuss their research programs with 20 experienced senior scholars. Invited were also a number of guest lecturers, mainly specialists from Brussels and European Business executives who presented their company strategies to meet the challenge of Europe 1992.

An important result of the 1990 Summer Institute was the establishment of 20 international research



networks on different aspects of the European integration process.

#### The 1991 Danish Summer Research Institute

The *Second DSRI* took place in August 1991, again in Gilleleje, with 67 scholars from a number of European countries and from Israel, the United States, Canada, New Zealand and Japan. 17 of the participants came from Denmark.

More than 70 research papers and proposals were presented and discussed at the 1991 DSRI, and the number

of international networks was expanded to 30, out of which 13 had Danish participation.

#### International Research Networks

The themes of the research networks include the influence of integration on the European trade pattern, especially with North America and Japan, and its influence on the flows of foreign direct investments. Other themes concern corporate strategy options, strategic alliances, technological developments and standardizations as well as marketing strategies and fi-

nance strategies. Networks also include industry studies on high technology, pharmaceuticals and financial services.

Of the 1991-papers, twenty were accepted in the *Working Paper Series on Business and Economic Studies on European Integration*.

#### Public and Private Sponsors

Sponsors of the program are the Danish Research Academy, the Danish Social Research Council, the Danish Central Bank and private foundations and corporations such as FUHU, the Danish Society for the Advancement of Business Education, the Hedorf Foundation (Transport Company Nord) and Krista and Viggo Petersen's Foundation.



Professor John Dunning, University of Reading and member of the planning committee explains Michael Porter to his American Ph.D. student Rajneesh Narula from Rutgers Graduate School of Management. At the back Jens Jørgen Pedersen from Aarhus University and Veronica C. Horton from Ohio State University.

“A super program. I have been to a lot of different programs during my career and none matches DSRI's quality in every regard”

*John K. Ryans Jr., Professor of Marketing and International Business, Kent State University*

“I enjoyed the summer workshop in 1990. I enjoyed the 1991 session even more”

*John D. Daniels, Professor, School of Economics, Indiana University*

“Overall, this is an excellent conference with which I'm proud of being associated”

*Charles Chiu, Ph.D. Student, Graduate School of Business Administration, University of Washington*

“I cannot tell you how much I enjoyed my stay. I learned a great deal at the Summer Institute”

*Tertomo Ozawa, Professor of Economics, Colorado State University*

**For further details contact:  
Lauge Stetting  
Institute of International  
Economics and Management  
Nansensgade 19,  
1366 Copenhagen K  
Tel: +45 38 15 25 15**



## International Scholars at the Copenhagen Business School

### Reality before Theory

The longer Dr Mary Jo Hatch knows Danish students the more aware she becomes of how different they are from American students.

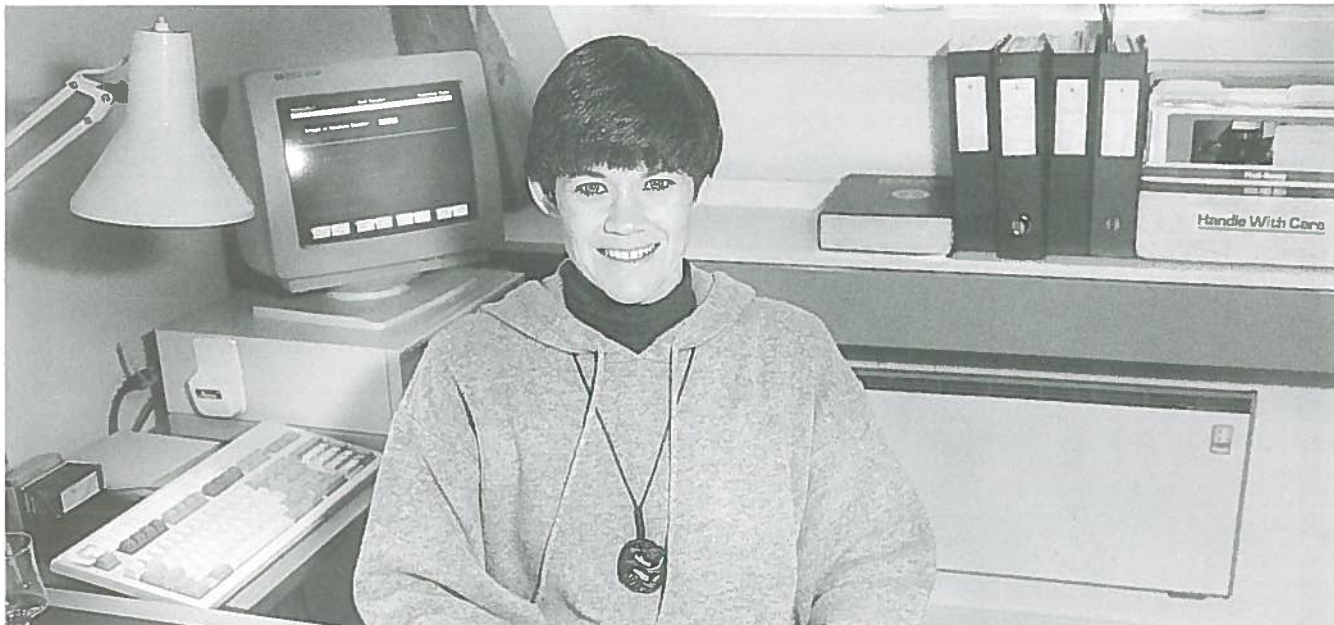
"I am surprised at the extent to which Danish students are prepared to accept theory. In the US, students quickly lose their patience if economic gains are not immediate; in Denmark, for the first time in my life, I heard a student pointing out the lack of theory underlying the methods", she says.

Dr Mary Jo Hatch has been seconded from the San Diego State University, where she is an assistant professor of management theory and practice, to work in the Business School's Institute of Organization and Industrial Sociology. For one and a half years she has offered economics and business administration students a seminar on organizational culture where she has had to open their eyes to reality before they start working on theory, which is opposite to her approach in the US. So she sends out teams of students to

observe Danish firms and bring back examples of the physical expression of the culture, which they can later analyze and evaluate.

"I enjoy teaching Danish students, although I am occasionally worried by the extent of their reliance on theories", says Dr Mary Jo Hatch.

"Now and again I manage to turn their conceptions upside down. And to their surprise, they find that culture can be employed to secure the survival of a firm, or that at least it will not hinder it.



*Assistant Professor Mary Jo Hatch thinks that CBS-graduates have the potential to do well in international jobs*

### A Versatile Source of Inspiration

When in 1981 Dr Arthur Stonehill was a visiting professor at the Copenhagen Business School, he also had the opportunity to assist in introducing Novo on international stock exchanges. Since then he has retained close links with Denmark. In addition to three months as a professor at the University of Hawaii and two months at the Oregon State University, he spends five months each year as a visiting professor at the Institute of International Economics and Management at the Copenhagen Business School. He teaches strategy and international management to Danish and foreign students on the APIM and the CEMS programs and part-time diploma students.



*Professor Arthur Stonehill is a frequent and highly regarded visitor to the CBS*

"Danish students make good international collaborators. They are unreserved, inquisitive and less culture-bound than most", says Dr Arthur Stonehill. As faculty chairman of the newly established Copenhagen International Management Institute he is a key person in the development of a Scandinavian Executive MBA education programme. The business schools of Copenhagen, Århus and Lund, the Danish Management Centre and Management in Lund contribute specialist knowledge to the new education beginning in October 1992.

"It will be a learning process where we gain experience which will also hold some positive value for the Copenhagen Business School", says Dr Arthur Stonehill.

### The Art of Negotiation under Global Conditions

No one can tell the students in good faith that we have all the answers, because we do not know them. But we can teach them to think carefully and to use critical analysis as a stepping-stone", says Dr Heather A. Hazard, an Associate Professor in the Institute of International Economics and Management.

Graduated from the Massachusetts Institute of Technology as a consulting engineer, and with a Ph.D. from

Harvard University with conflict theory and international economy as a specialty, Dr Heather Hazard has spent the past year preparing the Copenhagen Business School's students for negotiations under unknown conditions in an international world.

Her courses cater for both international APIM students and Danish HD business students and economics and business administration students, whom she teaches international economy and competitive power as well as international business-negotiation skills. Through role plays she has trained

them for the role of an efficient, cooperative negotiator according to a method developed at Harvard University. Efficient, because it does not disregard one's own interests; cooperative, because the objective is not to get the upper hand of the other party, but to arrive at a mutually beneficial result.

"I am probably giving my students a hard time", she says with a grin. "I believe in active learning where they learn to have confidence in themselves and in each other rather than to get the answers from a teacher".



Guest-lecturer Heather A. Hazard coaches the students in international negotiating skills.

### The Internationalization of Accountancy

"Why should we want to hear about international perspectives? We are Danes and we are supposed to audit according to Danish standards". Thus grumbled a puzzled business economics and auditing student at one of Dr Anne Loft's lectures. But this was definitely an exception. More and more firms of auditors link up with international chains of auditors, many send their employees on courses abroad, and from the six world-wide firms of auditors as well as from the EEC, inspiration flows which adds to

the internationalization of accounting and auditing procedures.

Although some courses are offered in English, Dr Anne Loft lectures in Danish. After she had done her Ph.D. at the London Business School, she came straight to the Copenhagen Business School in 1986, where three years later she became an Associate Professor in the Center for Auditing Research and Education. In addition to her teaching and research, she was recently given a new responsibility as one of the two editors of the professional journal "The European Accounting Review", which was published for the first time in May, and which will be

published three times annually from 1993. With her knowledge of both UK and Danish auditing in theory and practice she is one of the few persons in her field who is seen by her colleagues as truly European, and this earned her this meritorious, but demanding job.

In addition to Statoil's prize for research in business economics in November 1991 she has in 1990 and 1991, respectively, been awarded the Hourglass Award and an award for the article "When is the Accountant not an Accountant". She received both these awards from the American Accounting Association.



Associate Professor Anne Loft teaches accounting principles and is recognized internationally for her knowledge.



## Global Management Is Gaining Ground

***In cooperation with four other European business schools The Center for International Business Administration and Modern Languages has held a one semester course in global management***

Most management literature focuses on the transition from a national to an international orientation of businesses and the resultant demands on national industrial policies. But, additionally, a number of business studies point out that increasing numbers of businesses transcend borders and operate in a global market where they influence and adapt to regional, national or local environments. These observations formed the background of a one-semester course on global management held in the autumn of 1991 by the Center for Business Administration and Modern Languages in close cooperation with four other business schools. The purpose of the course was to uncover the reality behind the tendency towards a globalization of corporate activities - in theory as well as practice. The common theoretical ground for the students from Great Britain, Germany, Spain, Holland and the Copenhagen Business School was a collection of literature with case-studies from the countries involved.

Analyses presented by students  
The 15 Danish students prepared presentations based on analyses of three globally oriented Danish corporations, Carlsberg, Coloplast and ISS. The analyses were presented to students and managers from other countries at an intensive one-week seminar at Bedrijfskunde, University of Groningen, Holland, which was responsible for organizing the practical aspects of the ambitious project. Following the seminar in Groningen the students from the individual countries prepared reports that summed up the presentations given, and the debates and inputs from the other participants.

### **Different Cooperation Cultures**

The students were very satisfied with participating in the course. M.Sc., student Pia Steffens, who worked on the Carlsberg analysis, says: "Our background compares well with that of students from foreign business schools. An additional benefit of the course was to be able to exchange ideas beyond the scope of the program with other students. It was also interesting to study the different ways of cooperating, and here the conclusion is that especially the Danes

and the Dutch establish a good working relationship". Inspired by the case-studies and the course in Holland, Pia and two other M.Sc.-students decided to prepare a report on "Global Management".  
- The Groningen course was on offer in 1989 as well as 1990, but it was not till 1991 that we succeeded in establishing a viable theoretical module and achieving the necessary diversity of European participants, says Associate Professor Jens Erik Torp, one of the Danish organizers. The course is expected to be on offer again in the autumn of 1992.

---

***For further details contact:  
Associate Professor  
Jens Erik Torp  
Center for International Business  
Administration and  
Modern Languages  
Dalgas Have 15  
DK-2000 Frederiksberg  
Tel: +45 38 15 38 15***

---



# Pivot for International Cooperation on Technology

*The EUREKA program is strengthening the power of Danish companies to cooperate across national and other major barriers. Copenhagen Business School researchers are looking into the progress of such cooperation*

"Proper companies" do not cooperate. In the fields of product development and new technology they feel they know how to do it. And they will not allow outside experts to gain insight into the knowledge and competence they are to exploit commercially in future years.

Possibly, this attitude was valid in the past, but it no longer holds good in the many lines of business which experience a rapidly accelerating technological development. Product development is now making so heavy demands on competence and resources that even large companies no longer find it safe to embark on large projects alone. Competition has made cooperation a compelling necessity and forms an integral part of most companies' strategies.

## A Basis Must Be Provided

The difficulties of establishing and implementing cooperation, however, should not be underrated. General experience shows that the art of cooperation starts with ascertained needs, incentives and the provision of mutual confidence. In a Europe which is divided nationally, ethnically, culturally, linguistically, etc., spontaneous cooperation out of the blue cannot be expected. That is why we see so many public programs today aiming at pointing out areas of potential and assisting in establishing contact to potential partners in cooperation.

## EUREKA Is a Generator

EUREKA provides a good example of a political initiative aiming at encouraging cooperation on product development. The members of EUREKA, 19 European countries and the European Commission, are endeavouring to motivate companies and knowledge centres to cooperate on high-tech projects. A project always requires at least two participating countries a considerable R&D element and the outco-

me must be disposable on the free market.

## Focusing on Danish Participation

A group of researchers from the Business Schools of Copenhagen and Århus, headed by associate Professor Kristian Kreiner, of the Institute of Organization and Industrial Sociology, have looked into the progress of practically speaking all EUREKA projects with Danish participations over the past 2 1/2 years. The unique documentation is now being processed and the results will be presented at a trade and industry conference this spring and at an international conference this summer.



## EUREKA Management Research Initiative EMRI

### Reliable Cooperation

Preliminary conclusions indicate that a number of the projects have actually been successful if comparisons are made with the project objective. But according to Kristian Kreiner there are other criteria for evaluating success.

- There are projects which, admittedly, did not reach the original objective, but which nevertheless in other ways have made considerable contributions to the development of the company in question. There are examples of companies having been raised to a higher technological level through the investments and experiments required by the project. Some companies have also seen development in organizational respects and have established quite new connections to customers and suppliers.
- Another interesting feature is that when the projects have been established, and with them confidential relations, cooperation turns out to be reliable even in a turbulent environment. Even in the case of mer-

gers and sell-offs, the EUREKA projects seem to survive, although unpleasant and unforeseen problems may follow. Another potentiality is that the resulting experience and confidence per se may hold the beginning of far more extensive and committing cooperation, e.g. strategic and technological alliances. These possibilities are fully appreciated, although EUREKA projects only to a small extent have resulted in alliances. According to Kristian Kreiner, however, they may still materialize.

### Power of Innovation Depending on New Structures and New Forms of Cooperation

Kristian Kreiner holds the view that product and technology development will be marked more by intercompany cooperation than by competition and authoritative management.

The reason is that the free and unedited exchange of information and ideas is decisive for the capability of creating innovation.

- Of course, neither the market nor the organizational hierarchy will disappear or lose all significance. But there will be supplementary elements in the form of confidence inspired and more or less formalised relations between companies and institutions. And the purpose of EUREKA is to support and encourage exactly that kind of project and network relations.
- The general purpose is not to break down all barriers between nations, companies, cultures, technical disciplines or between the research and the business worlds. The vision inspiring the growth of new forms of organization is based on overcoming barriers, on confidence and cooperation, Kristian Kreiner concludes.

**For further details contact:**  
**Associate Professor**  
**Kristian Kreiner**  
**Institute of Organization**  
**and Industrial Sociology**  
**Blågårdsgade 23 B**  
**DK-2200 Copenhagen N**  
**Tel: +45 38 15 28 15**



## Production Will Be an Important Parameter in Competition in the 1990s

*After decades of focusing on the development and sales departments of companies, the fight for market shares seems increasingly to be relegated to the factory floor*

A major Danish production company approached the Copenhagen Business School with a sigh of regret:

- It cannot possibly be true that production holds so low an image among engineers and economists in Denmark. After all, this is the very heart of the creation of value.

Until recently, this view could hardly find many supporters outside production departments. But changed conditions have given the view new relevance.

It is agreed among corporate managers and researchers that, for instance, the Japanese competitive power springs from superiority in production. It is also increasingly recognized that production aspects can no longer be confined to dusty and noisy factory bays. Production must be seen in a greater perspective; development, purchasing, manufacture and selling forming integral parts of a complete process. Also in this respect, the Japanese corporate philosophies have had a great impact.

### Central Strategic Challenge

The technological development in production has become a strategic challenge to companies as well as researchers and lecturers at the Copenhagen Business School.

In the autumn of 1991, Merete Nørby of the Institute of Organization and Industrial Sociology presented her Ph.D dissertation on the introduction of the just-in-time philosophy in Danish companies. Documentation is provided for, for instance, the extensive changes in the company which a more system-oriented perspective of production may bring about in fields such as corporate culture and management style, employee qualifications, economic control and logistics.

A number of other research projects, one of the cooperating parties being a large Danish shipyard, will go into the problems of management, organization and economic control which are raised by the new manufacturing technologies in trade and industry. On the education side, the reorganization of the study program leading to M.Sc. Econ will result in a new line as from the autumn of 1992 entitled Management of Technology. Furthermore, an attempt will be made to raise funds for supplementary training offers in order to meet the increasing demand for the updating of knowledge in employees already dealing with tasks in technology and production. Representatives from companies and organizations participate in the preliminary work.

### Inter-institutional Cooperation

The stronger interest on the part of the Copenhagen Business School in technology and production has provided a basis for closer cooperation with

Danmarks Tekniske Højskole and the other technical universities, a development which has long been desired in political quarters and by trade and industry.

- Researchers from the two environments have already gone far into the planning of concrete projects of cooperation, and the establishment of proper centres with contributions from the Copenhagen Business School and the technical institutions is not a totally unlikely vision for the coming years, says Associate Professor Kristian Kreiner.

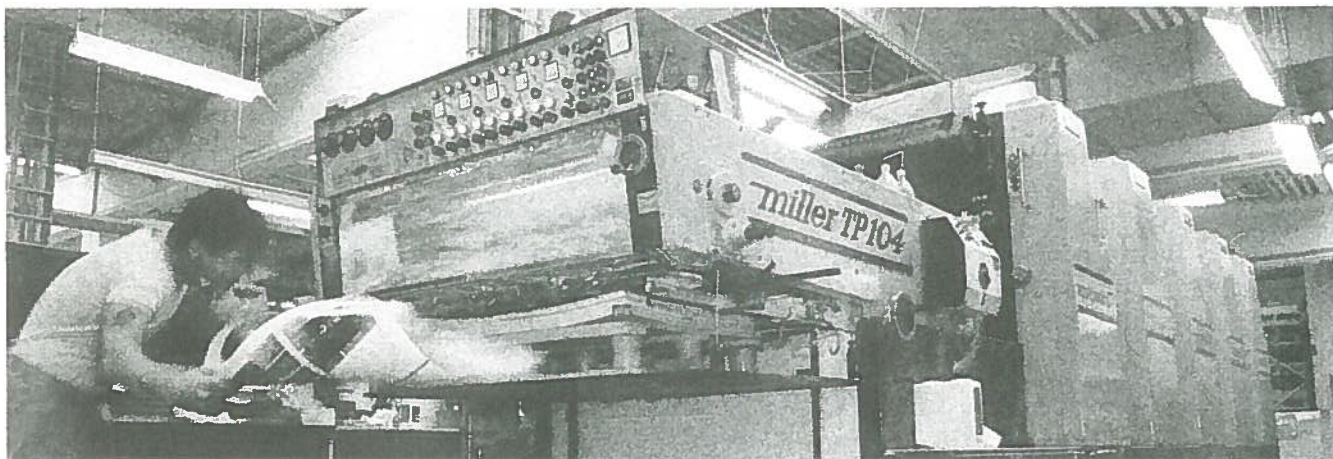
A working group has been set up to go into the possibilities of introducing common elements in the M.Sc. curricula.

- In the future, we shall see several concrete examples of common courses, large joint final projects for examination, including dissertations. This cooperation will also include other institutes of higher education, such as the University of Copenhagen, the Royal Veterinary and Agricultural University and institutions in the provinces, Kristian Kreiner concludes.

---

**For further details contact:**  
**Associate Professor**  
**Kristian Kreiner**  
**Institute of Organization**  
**and Industrial Sociology**  
**Blågårdsgade 23B**  
**DK-2200 Copenhagen N**  
**Tel: +45 38 15 28 15**

---



*Today's product is much more than what takes place on the shopfloor.*

## New Data on Human Resource Management

*The Copenhagen Business School is participating in an international survey aimed at mapping the practice applied in relation to Human Resource Management. Through the study, new data will be generated which can be further developed and used both for educational and research purposes*

With a status as research partner, IOA, the Institute of Organization and Industrial Sociology at the CBS, took part in the Price Waterhouse Cranfield Project, the objective of which is to map Human Resource Management practices in 10 countries.

It was the second time that this project was undertaken and Denmark's first time as an active participant. In addition to IOA staff, the Danish project activities involved **IP Dansk Institut for Personalerådgivning** and Price Waterhouse IKO. Project coordinator is the Cranfield School of Management which will also be effecting the international comparisons. It is the first time that Denmark has joined an international study with such a wide scope. A total of 700 Danish companies were involved in the Danish project activities which were supervised by Associate Professor Henrik Holt Larsen with assistance from Project Assistant Mads Kamp.

### Denmark's Position

Among the findings of the study was that in Denmark, personnel policy and practice seem to be a less closely integrated part of corporate strategy than, for instance, in Norway and Sweden. This should be seen in the light of the fact

that, out of the ten countries involved, Denmark has the highest degree of decentralization to line managers of staff policy matters.

The study also shows that the efforts aimed at identifying the need for, and implementing initiatives within, personnel training are less than systematic. Finally, the study also revealed great uncertainty as to the impact on personnel work of the Single European Market.

The study covers both public and private undertakings with a staff of 100-plus. Of the countries covered by the study, Denmark has the smallest personnel departments, but the highest proportion of staff specialists. This is due to the extended use of decentralization of staff responsibility to line managers, an approach which is considered to be the future set-up for a division of labour within personnel policy matters.

The less-than-tight integration between personnel policy and corporate strategy is caused by several factors. Firstly, not all companies have a formulated strategy, and of those who do, many never put it down in writing. Not all of the companies in this group have a personnel strategy, and fewer still have a personnel manager who is involved in strategy formulation at top level.

### Large Effect

"The figures appearing from the study have given us a more detailed and varied picture of the practical workings of personnel policy, including some of the contrasts and dilemmas which exist in the field", explains Henrik Holt Larsen.

The many figures are used to the full, both in relation to education and research.

The total of 60 students attending courses under the personnel line of the CBS economics master program have been split up into groups of 10 which have each been given their individual subject for a project paper. By running the original Cranfield data on the CBS computers, they are able to combine theory and practice in the production of special reports which are part of the final exams. Each group will also provide a summary of its report in the form of an article submitted to various sources for publication. In addition, all 10 articles will be compiled in a special volume which will be part of the compulsory curriculum for all students.

The Cranfield data are also included in the other ten personnel courses offered by the IOA and will, of course, be included in the material used in the new master program line in Human Resources Management starting in September. In addition the data are used by IOA research staff and for international projects with the participation of Cranfield, Norway, Sweden and Finland.

**For further details contact:**  
Associate Professor  
**Henrik Holt Larsen,**  
Institute of Organization  
and Industrial Sociology  
Blågårdsgade 23B  
DK-2200 Copenhagen N  
Tel: +45 38 15 28 15



Project-Assistant Mads Kamp (left) and Associate Professor Henrik Holt Larsen have managed the Danish part of the big Price Waterhouse/Cranfield Project, whose purpose is to map human resources in corporations.



## New Demands on the Controller Function



*"Management accounting seems to build its power on a monopoly of information rather than as an active management function", says Professor Jan Mouritzen after having participated in a study of the role of management accounting in 400 major Danish corporations.*

**According to a large-scale investigation, the future controller must revise his functions to preserve the monopoly he has had until now of the interpretation of information**

The controller in a Danish enterprise is placed at a high level close to the senior management. But this high ranking does not reflect the value of the function to the financial result of the enterprise; in most cases a redefinition of the comptroller's role from controller to manager and motivater is required.

This is the findings of an investigation of the functions, influence and organizational ranking of the controllers in 400 of the 800 largest enterprises in Denmark made by Professor Jan Mouritzen from the Institute of Informatics and Management Accounting at the Copenhagen Business School in cooperation with Mr. Kim Wiencken, SMG Corporate Consultants A/S, Børsens Efteruddannelse A/S and the accounting and consultancy firm of Schøbel & Marholt, Marholt/Deloitte & Touche have provided both financial and administrative assistance to the investigation, the first of its kind in Denmark. The findings will be published later

this year both in the form of a book and at a business conference.

### Undeserved Position

The controller holds a powerful position, 42% account for positions as direct member of the executive board and a further 43% account for positions as day-to-day advisers to the executive board. But the importance of the position to the operations of the enterprise is indirect; a more 6-7% have direct contact with the line functions and as many as 76% have only moderately developed connections with the line managers.

The controller function seems to be powerful by virtue of the position's having an information monopoly rather than by exercising a direct management role. According to Professor Mouritzen, the controller ranks at a high level, but this position may well be unjustified.

It is easier now than ever before to decentralize data processing and avoid connections with the line divisions. Consequently a number of competitors will emerge who are ready to take over challenging analyses, marketing personnel, production staff ect. But the investigation also shows that a more intensive approach to the controller function may have important and positive consequences. Management accounting and finance accounting particularly will increase their influence on the steps taken by the line managers, on the decision-making process among the chief executives, and on the preparation of strategies and plans of action in an enterprise.

### Renewing Professional Expertise

The controller functions should not be limited to the financial planning and budgeting and its traditional control of delegation and implementation of plans. It is the controller's job to further communication and cross-coordination and give increased importance to the budgeting process as a means of motivation.

According to Professor Mouritzen, when the controller steps outside his ivory tower of theoretical economics he will have to spend less time on calculations and more time on communication and cooperation with line

and executive managers in the enterprise.

This is not a gradual process in which new tasks are added to the controller's function, but an overall revision is needed, which also embraces charts of accounts and control systems. It is not a question of diversifying into the subjects of other specialists but of developing their own professional qualities and expertise. - One of the things that surprised us was that the efficiency of the controller's function neither reflected the type of enterprise nor the age and responsibilities of the controller. Apparently what is reflected is primarily an individual choice and the requirements which the individual chief executive makes of the controller function, says Professor Mouritzen.

### New M.Sc.-Program

Together with other institutes of accountancy and economics, Professor Mouritzen is at the moment developing an M.Sc. Econ.-program in management accounting.

At the same time, the experience from an analysis of the ranking of accountants and controllers in enterprises, and expectations for the future, are incorporated into the other M.Sc. Econ.-subjects so as to illustrate the interaction between management accounting and the other organizational functions.

- We have been very successful in including the most recent issues in the study program in addition to the well-established basic economics. In this way the subject of management accounting will be developed to such an extent that it will be completely renewed within 3 or 4 years, says Professor Mouritzen.

**For further details contact:  
Professor Jan Mouritzen  
Institute of Informatics and  
Management Accounting  
Howitzvej 60  
DK-2000 Frederiksberg  
Tel: +45 38 15 24 00**

## Language Engineers Go out into the Business World



*The new graduates in computational linguistics (popularly known as language engineers) go out into the business world*

***At the beginning of 1992, the first students to gain a Master's in Computational Linguistics are ready to go out into the world of business, after two years following the most concentrated higher degree course in the Faculty of Modern Languages***

The name "Language Engineer" is very appropriate to the new graduates in Computational Linguistics. The uniqueness of their qualification lies in a combined knowledge of language and IT, not as separate subject areas, but as an integration of the two. When the new Language Engineers talk about language, the bias is towards how everyday human language can make it easier for us to use IT and thereby increase our utilization of computers. When Language Engineers talk about IT, the bias is towards how IT can be used to process language and to store and handle information that exists in the form of text. The main ingredients are databases and natural language processing. The Master's course in Computational Linguistics, as is clear from the above, is not a traditional language course. However, the students deal to a large extent with language, that is to say with the structure and meaning of

language, with special attention to describing the characteristics of human language and to the possibilities for using such language in computer systems.

Building electronic word-bases and terminology banks requires intimate knowledge of the different sorts of linguistic information to be made available, as well as specialized knowledge, on the computing side, of how databases are built and what data structures are suitable for holding the information in the database.

Natural Language Processing is, roughly speaking, getting computers to understand human language, for example everyday English. A system which can do this is called a Natural Language System and it must be able either to understand a text in everyday English, or to produce a text in English, or both.

### **Great Need for Analytical Ability**

The ability to construct such a system requires a specialized knowledge of how language is analyzed and structured so that computers can process it. It is also important to be able to formulate linguistic rules which can be used by computers.

The usual starting point when wor-

king with databases and natural languages is data or text involving technical language. This combined knowledge of technical language and Computational Linguistics is the Language Engineer's trump card when going out and solving problems at the end of her education.

### **Out-placement during the Course**

To ease the transition to life in the job market, a placement in a firm or in the public sector is built into the course. In the last part of the course, students are sent out to experience working life, so they can put theory into practice. IT companies, consultancy firms, media organizations and business have already been able to make use of the keen student's knowledge to find a solution to project tasks. This plays a crucial role in the course of study.

The students tackled tasks such as:

- devising a registration system to deal with educational requirements in a systematic way
- testing and additional development of the LMT English-Danish translation system
- application in Paradox involving editing and searching a dictionary database
- development of a prototype of a database of concept notes
- evaluation of IT-based aids for use in a language department.

Nearly all the new graduates found jobs even before the end of their studies.

***For further details contact:  
Associate Professor  
Per Anker Jensen  
Department of Computational  
Linguistics  
Dalgas Have 15  
DK-2000 Frederiksberg  
Tel.: +45 38 15 38 15***



## UN New Job-opportunities for MBA (Int)s



*UN aid organizations have become a new attractive place of work for CBS's Masters of Science in International Business Administration and Modern Languages and present yet another interesting job possibility for this type of graduate*

In the M. Sc. (Int) program the Third World has become an niche of specialization for a number of students. Focus is on individual countries, major regions or various aspects of international aid work, political, economic or managerial as the students may choose. The specialist knowledge gained through such studies has proved to be of immediate practical value to several students as M. Sc. (Int) students now constitute a major contingent in the Danish Foreign Office's group of research assistants. They are employed to do anything from normal office chores to economic analyses and some of the future graduates will presumably decide to pursue a career in the foreign service.

### Stationed by the UN

Four candidates have already become Junior Professional Officers (JPOs) in UN offices in the Third World. A Junior Professional Officer as a lower-ranking job in the UN hierarchy, but it is also the first step in a career in UN organizations around the world. The JPOs are responsible for economic and administrative analysis and planning, depending on the requirements of the individual placement/destination.

In December 1990, Gitte Kieffer started her job with UNFPA (United Nations Family Planning Administration) in Peru, while Malene Hedlund went to Costa Rica in March 1991 to be with UNIDO (United Nations Industrial Development Organization). In December 1991 Berit Nielsen was bound for Senegal and a new job under UNDP (United Nations Development Programme), and was followed, in February 1992, by Sanne Hoffmann Shine, who was to take up her position at the INDP office in Lesotho.

### Well-prepared for the Job

Before the stationing they have all been through an introductory program with Danida, Denmark, followed by a three-week course at the UN headquarters in New York; only then did they go on to the countries designated.

All four JPOs had secured their jobs before they graduated from the CBS. They had all specialized in the Third World and systems and know-how export during their studies, which also included at least one year at a business school in France, Mexico or the United States.

There is no doubt that they go to the UN well-prepared and with the right professional and personal background to do a good job.

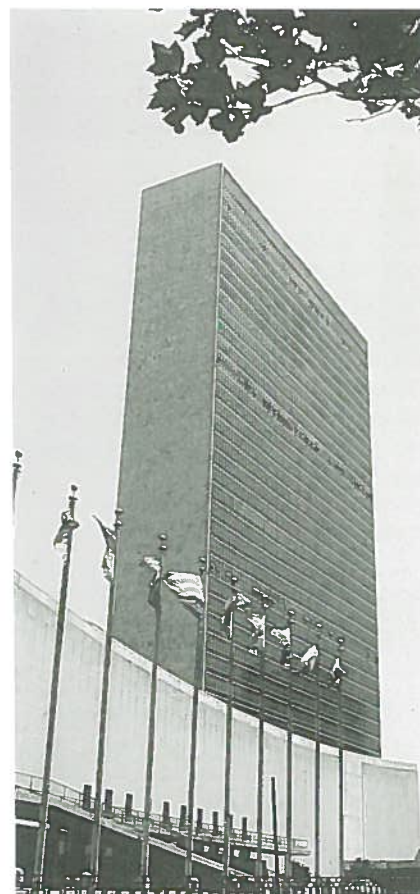
Equally, it is evident that there will be other M.Sc (Int)s to be found as competent/professional and engaged officers at the UN and other international aid organizations in the future.

---

**For further details contact:  
Head of Center Kim Møller  
Center for International  
Business Administration  
and Modern Languages  
Dalgas Have 15  
DK-2000 Frederiksberg  
Tel.: +45 38 15 38 15**

---

*Prior to being posted abroad, new employees go through a 3-week course at the UN headquarters in New York*



## Three Star Conference Interpreting Program



*Head of Centre, Associate Professor Hanne Aarup, is teaching some of the internationally recognized conference interpreters*

**The Centre for Conference Interpretation of the Copenhagen Business School runs one of the best interpreting programs in the world. This is the rating conferred by the AIIC, the International Association of Professional Conference Interpreters**

Today quality assessment is frequently brought to bear on research and teaching activities of universities and other institutions of higher education in order to establish whether they meet international standards.

The International Association of Professional Conference Interpreters, the AIIC, based in Geneva has taken a close look at the institutions which offer conference interpreting programs. The findings of the district evaluators have been published in a guide for students who want to become conference interpreters, a user's handbook, as it were, from which it can be seen which institutions are worth attending.

### **A Worthwhile Trip**

Going to Copenhagen to attend the Conference Interpreting Programme will, according to the evaluators, be well worth the trouble. The Centre for Conference Interpretation shares this rating with only four other institutions in the world, two of which are located in Europe.

The three stars in which the centre now glories were awarded because - in addition to producing excellent interpreters - it runs a tight ship. In plain

English this means that the admission criteria are high and in keeping with the objectives of the program; that the curriculum and teaching methods of the program are of a high quality; that teachers have the appropriate qualifications and skills; that the panel of jurors used for exams is of a very high standard; that the program is practice-oriented with a high rate of employment for successful graduates; that diplomas contain relevant information and that program management is state of the art.

**The Head of the Centre is Delighted**  
Ms. Hanne Aarup, Head of the Centre, is, of course, happy with this excellent assessment.

- It is a fine tribute to the Centre and its staff. It proves that by aiming activities at an objective and by putting in a lot of hard work, results can be achieved that will find international recognition. The three stars are certainly well worth the work we have put into the program.

### **Good Aptitude Tests**

Ms Aarup feels that the Association might well have included other factors in its evaluation. "In comparison to those of other schools, our pass rates are fairly impressive. One reason for this is our entry requirements. In their present form, our aptitude tests are based on our own experience unlike those of other schools. We have, for instance, abolished written tests; they give us no additional information for



our assessment of applicants concerning their skills and qualifications. We have no wish to waste the applicants' time or pretend that they have good prospects of being successful, if we feel that in reality they have not".

### **Appropriate Guidance Lowers the Drop-out Rate**

Ms Aarup attaches great importance to advising applicants and students during the course of the program. If the quality of the advisory activities is seen to be high, applicants and students will trust the evaluation made by the teachers.

"We do everything we can to prevent anyone from needlessly suffering a reverse. We follow students very closely during the course of the program to make sure they have what it takes to complete it. However, even with the most careful screening and the best type of teaching, we cannot guarantee that everyone who passes the aptitude test will, in fact, be capable of successfully completing the program. Other factors come into play, such as personality, psychological robustness or social circumstances. These can have a major impact on the final result", concludes Ms Aarup. The Conference Interpreting Program is funded by the EC Commission which is also the main employer of its graduates. The centre also prepares and offers supplementary training for practicing interpreters in Scandinavia. The closer links that have developed between the Nordic Countries and the European Community mean that, increasingly, conferences held in the Nordic countries involve issues related to the EC.

**For further details contact:  
Associate Professor Hanne Aarup  
Centre for Conference Interpreting  
Dalgas Have 15  
DK-2000 Frederiksberg  
Tel.: +45 38 15 38 15**



## The Merging of Institutes Creates a Wider Research Profile

*The everyday challenges facing law today are so extensive that the Business School, like other institutions, needs to unite all its law departments into one joint institute, which may contribute towards making the School's research in law as well as its teaching an international centre of excellence*

At the beginning of the year, the Business School's Institutes of Law, namely the Institute of Commercial Law and Auditing and the Institute of European Market Law were merged into the Law Department. This created the framework for an improved environment for the solution of international tasks. A clearer awareness of the future necessity of integrating national and international aspects of law forms the background of the merger of the two Institutes. EC-law and other international sources of law play an important role for Danish legislation. Therefore law research and the teaching of law must take these as their point of departure in the same way as, for instance, an American textbook of Commercial Law is written not against the background of an individual state but of the entire union.

### A European rather than a Danish Point of View

Head of Department, Professor Børge Dahl emphasizes the importance of a

comprehensive European view of the individual themes of commercial law. "The requirement in traditional law of perfection down to the slightest detail must be given up in favor of a more overall treatment of problems that allows for conflicts of interest to be brought to light and to be analyzed. A specialized approach on these lines will also lend itself more easily to integration with economics and other social sciences than the traditional approach focusing on courts of law.

### Dynamo for the Development of Specialized Subjects

The research profile of the new Department will be one of commercial law with particular emphasis on law as a management instrument in an integrated interaction with the economy for the prevention of conflicts and intervention.

"Traditional law focuses on litigation and courts in the individual nation state. This practice does not tally well with the needs of business today. Because business is forward-looking, internationally orientated it operates to a greater extent through problem solving than through the solving of conflicts, to a greater extent through negotiation than through courts, and in consideration of the economy, social conditions and general principles of law rather than through complex demarcations of law. This intensi-

fies the development of business related law that methodologically takes off in the prevention of conflicts and intervention", says Børge Dahl.

A good example of the perspectives characterizing the ongoing research work in the Law Department is the work by Mette-Lise Houman on mortgage credit in the perspective of the EC.

- It is less interesting to crack nuts within the Danish law of mortgages and pledges with the functional inclusion of the classical questions of law. But to concern oneself with mortgage credit in Denmark in a wider European perspective as orientated to society as well as to the future, is a far more interesting way, Børge Dahl says in conclusion. The new Department has a research staff of fifteen, five of them professors.

**For further details contact:  
Professor Børge Dahl  
Law Department  
Nansensgade 19, 2.  
DK-1366 Copenhagen K  
Tel.: +45 38 15 26 26**



This picture was taken at Tokai University European Center in Vedbæk, where the CBS Law Department participated in arranging a conference with the title: "International Symposium on Consumer Protection in a Changing World". Head of the Law Department, Professor Børge Dahl, is seen as number three from the left in the first row.

# Fundamental Research and Language Technology Products

*The knowledge about language contained in traditional dictionaries and grammar books is not sufficient to develop natural language systems. The purpose of Computational Linguistics is to produce new knowledge about language and to find ways of exploiting this knowledge with the help of computers*

Who wants to go on a course and learn to write something like this:

```
SELECT EMPLOYEE FROM EMPLOYEES, DEPARTMENT WHERE DEPARTMENT.DEPT "SALESDEPARTMENT" AND EMPLOYEES.DEPTNO DEPARTMENT.DEPTNO;
```

when they can get away with writing: Which employees work in the sales department?

The experienced reader knows that the first example is a typical database query expressed in the database system's command language, while the second is ordinary English. To be able to use the latter version, you must have a special program - a so-called Natural Language Interface - which can analyze the English sentence and translate it into the command language.

## The Computer Can Understand Everyday Language

A natural language interface is an example of a language technology product developed by what is called the language industry. Other examples of this are translation systems, systems for contents scanning, producing resumé of text, indexing text, knowledge acquisition from texts and the production of medical journals. The common factor in these systems is that they can understand everyday language, that is to say that they rely on knowledge about language.

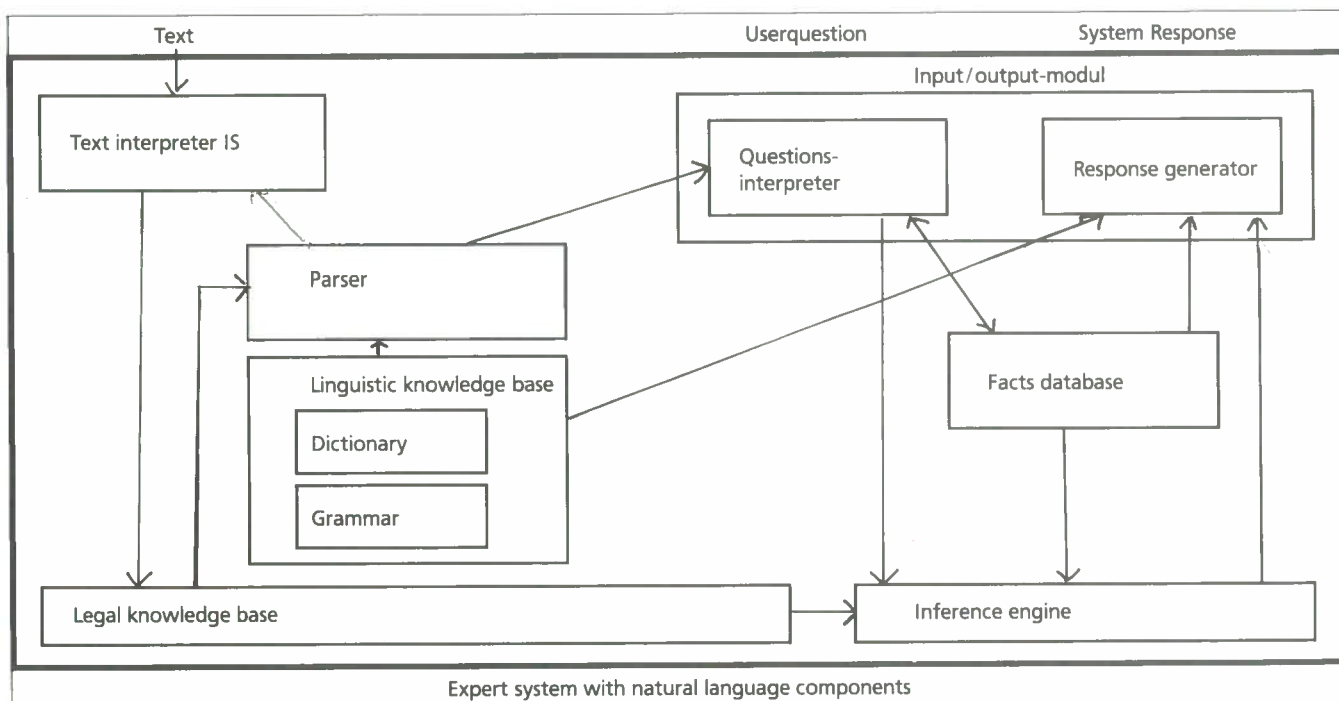
## Theory Generator and Knowledge Supplier

Computational linguistics is all about acquiring knowledge about language and using this knowledge in conjunction with computers. Computational linguistics is built up of various research areas such as linguistics, lexicography, computer science, logic and artificial intelligence. Thus computational linguistics is a kind of theory generator which supplies knowledge to the more applications-orientated language technology.

## Another Kind of Text Interpretation

The Department of Computational

Linguistics has concentrated its research on a large fundamental research project called *FAGFLADE*. The project deals with problems concerning language for special purposes (LSP-*FAGsprog* in Danish) and LSP interfaces (*grænseFLADE*). Special attention is paid to the interpretation of LSP texts. A text interpreter is a computer program which can extract the information contained in a text and put it, in encoded form, into a knowledge base. It can, for example, be built in as a component of an expert system, as illustrated elsewhere on this page, where the arrows show the direction of information flow. The starting point chosen was the Danish Companies Act. The interpreter must be able to analyze and understand the technical language used in this Act. It is not the main aim of the project to construct a fully-developed interpreter. On the other hand, the development of a actual text interpreter should be seen as the eventual, ideal goal of a series of sub-projects in fields such as the syntactic and semantic analysis of natural language, dictionary databases, terminological analysis and knowledge representation. These subprojects focus on general theories of computational linguistics and principles related to text analysis.





### A Complicated Process Produces the Correct Answer

In the diagram, there are also linguistic components in the input/output modules. The user must be able to put a question to the system about, for example, a particular company. The question interpreter analyzes the question which, typically, will be accompanied by facts about the company concerned. The facts are extracted and stored in a facts database, while the question itself is passed to the inference engine. When the problem has been solved here, the solution is sent to the response generator, which translates it into English and writes it out for the user to see. The legal knowledge base must contain a large amount of extra knowledge, over and above that contained in the law itself and in other texts. The expert system itself, though, is not the concern of computational linguistics.

### Analysis Programs Allow the Computer to Choose Correctly

The fundamental problem of computational linguistics can be expressed as the question: How can one describe a natural language such as English so that a computer can both understand and generate English sentences? An example of the problems involved in this can be illustrated by the following two sentences:

They criticised the board's decision to take a loss.

They criticized the jury's verdict to win the appeal.

In order to deal with the first sentence, an analysis program must have access to lexical, grammatical and semantic knowledge. This makes it possible to work out that the first sentence says the board decided to accept a loss. Since it is immediately apparent that the second has an identical structure to the first, the program must be prevented from reaching an analysis which says that the jury's verdict has anything to do with the jury's winning the case. Instead, it must come up with the correct statement, namely that some people criticized a verdict and did so for a particular reason, expressed in the phrase "to win the appeal".

### Danish LSP an Important Research Field

A series of articles connected with the project has been published in the past few years, including ones on general problems in computational linguistics and on problems in the analysis of Danish LSP. Within the above-mentioned groups, researchers have concentrated especially on the so-called noun phrases. In the two examples above, "a verdict" and "the board's decision to take a loss" are examples of noun phrases. The word "verdict" is the core of the former example and "decision" is the core of the latter. The properties of these words determine what role we attribute to each of the phrases beginning with "to" when we read these sentences.

Legal language bristles with such noun phrases, often far more complicated than the ones given here. It is therefore important to explore the syntactic and semantic structure of the noun phrases in English and work towards finding effective methods of analyzing and interpreting them.

Other topics to mention are passive constructions such as "the demands concerning the investigation which must be instigated by the General Assembly" and expressions in English which make it possible to refer to and reason about temporal relations, such as "within three months of receiving the experts' statement". Such cases are central to natural language systems which have to handle English LSP, but are obviously also of crucial importance to technical language research in the broader sense.

---

*For further details contact:*  
**Professor Carl Vikner**  
**Associate Professor**  
**Bodil Nistrup Madsen**  
**Department of**  
**Computational Linguistics**  
**Dalgas have 15**  
**DK-2000 Frederiksberg**  
**Tel: +45 38 15 38 15**

---

## Success Through Goal-oriented Effort



*The Library now puts the acquisition of new books before subscriptions to journals on the basis of an assessment of user-needs and financial resources*

### ***The Business School Library has managed to extend its services considerably over recent years in spite of practically unchanged resources***

The figures speak for themselves: in 1985, the number of loans totalled 85,000 volumes whereas in 1991, the figure had risen dramatically to 231,000 volumes. Over the same period the Library staff only grew from what corresponds to 40 full-timers to 43. At the same time completely new types of services and materials have been introduced.

#### **User-governed Accessions**

Since, for obvious reasons, across-the-board accessions are out of the question, it is necessary to shape a finely balanced policy of accessions which allows an evaluation of what should be purchased and what should be borrowed from other libraries. Michael Cotte-Schönberg, head of the Business School Library, points to three initiatives that have had a bearing on the Library's accessions policy. Firstly, the purchase of literature within the field of business economics has been given priority relative to other fields. Secondly, books have been given priority over journals and periodicals. This has been done because experience has shown that borrowers generally go for books and, furthermore, it is easier to borrow periodicals from other libraries. Thirdly, completely new types of literature have been included in the Library's program,

e.g. newspaper articles and annual reports.

- It is difficult to assess the exact share these adjustments have in the rise in library use, but it is beyond any doubt that they have contributed to making our library holdings more relevant to the end users, says M. Cotta-Schönberg.

#### **Borrowing Makes Easier**

Purchasing books and other materials is not enough. The borrower must also be able to borrow them at the time when they are needed.

Earlier we had two substantial problems that caused irritation among our borrowers. One was the theft of books, the other wrong placing on the shelves so that the borrowers were unable to find the books. However, continues M. Cotta-Schönberg, we have now introduced a system which makes theft of books practically impossible and the second problem has been taken care of by the continuous revision of our shelves.

Moreover, we have improved the retrieval systems for our catalogues. Borrowers are now better able to find the materials they are looking for, partly because articles in books, periodicals, newspapers, etc., have been individually listed, and partly because books and articles have been given keywords. - But the most important single factor, says M. Cotta-Schönberg, has been the introduction of HERMES, our new on-line retrieval

system which has resulted in a better circulation of our holdings.

Via this computer system we can effect recalls of books much more rapidly, and we can make our procedure for reminders much more efficient. We have also introduced fines for exceeding the loan period, and this has proved a good incentive for users to return books in time.

All these initiatives have meant that the books are not so long in finding their way back to the shelves ready for new borrowers, or that they can be lent to users on a possible reservation list. In a situation where many users have to share scanty holdings, rapid circulations is of paramount importance.

#### **Future Initiatives**

Even if loans have reached a record high, too many users often have to look in vain for books that may never have been bought or that may be reserved for such a long period of time that the book in question can only be had when it is no longer needed.

Another problem: many students simply do not know how to use the Library and its catalogue systems, the result being that they do not find the materials that are, in actual fact, available in the Library. The staff are still looking for ways to solve this problem.

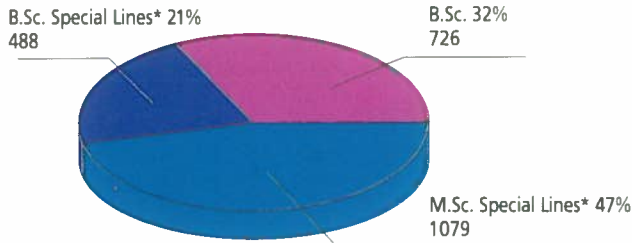
- But, basically, there is an upper limit to the degree of utilization that can be achieved for a definite volume of materials. At a certain point in time we will reach this limit. This will mean that we can go no further and then we shall probably have to admit that we still have a long way to go to achieve a reasonable fulfilment of demands. But let tomorrow take care of that! We will do all that we can to give our users the best service that our resources can provide, says Michael Cotta-Schönberg.

**For further details contact:  
Head Librarian  
Michael Cotta-Schönberg  
Handelshøjskolens Bibliotek  
Rosenørns Allé 31  
DK-1970 Frederiksberg C  
Tel.: +45 38 15 36 66**

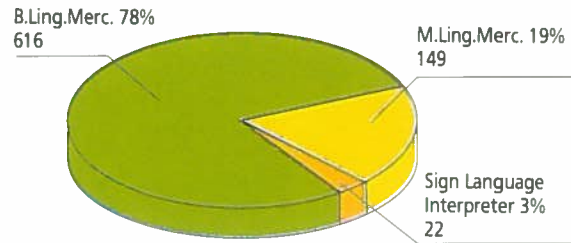


### Admission - Full-Time Programs

Economics and Business Administration Programs  
2293

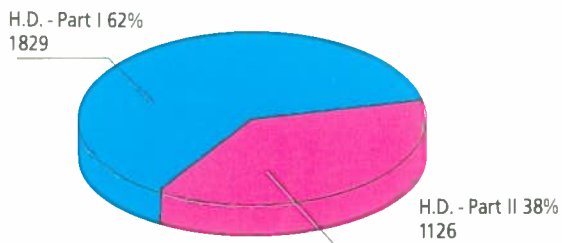


Language Programs  
787

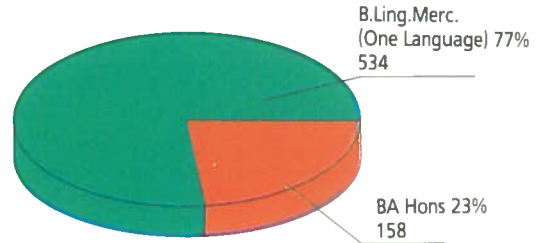


### Admission - Open University

Economics and Business Administration Programs  
2955

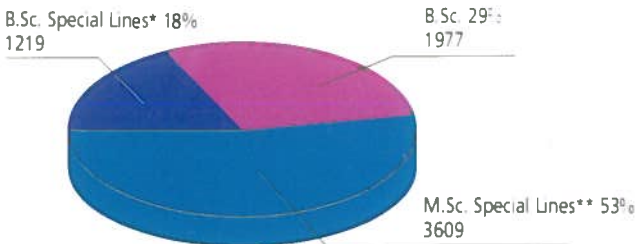


Language Programs  
692

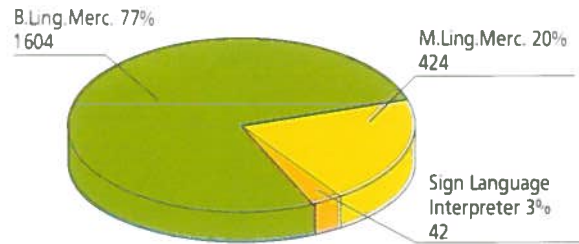


### Total Number of Students - Full-Time Programs

Economics and Business Administration Programs  
6805

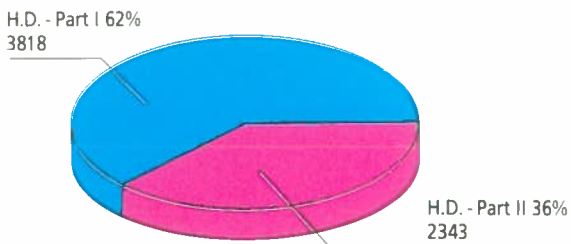


Language Programs  
2070

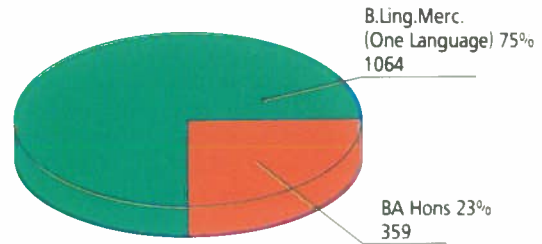


### Total number of students - Open University

Economics and Business Administration Programs  
6161

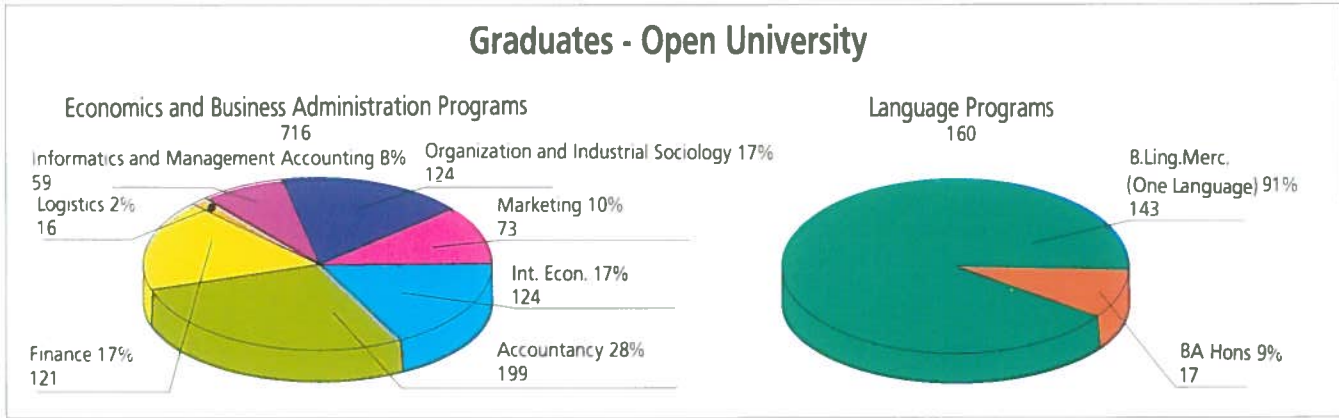
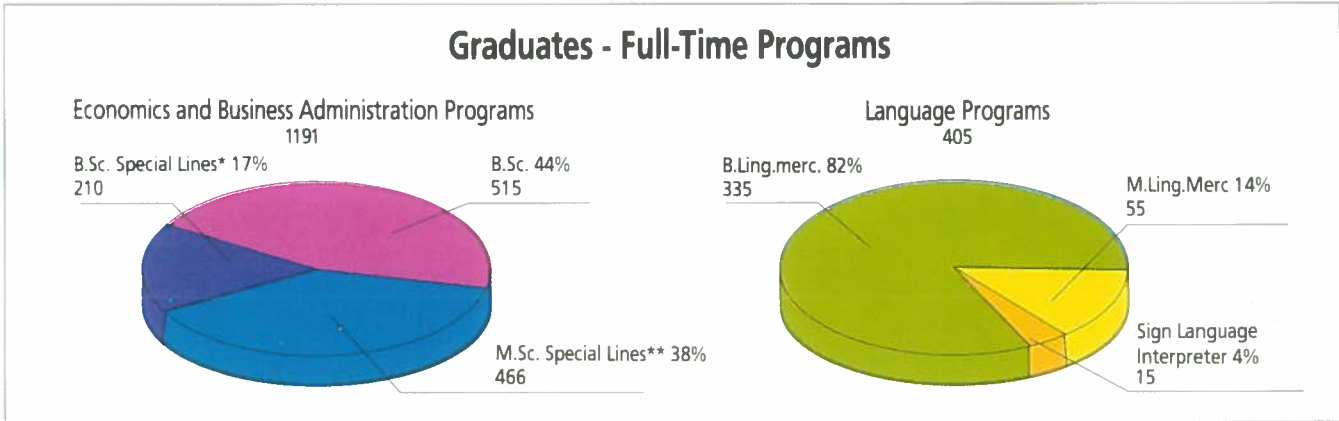
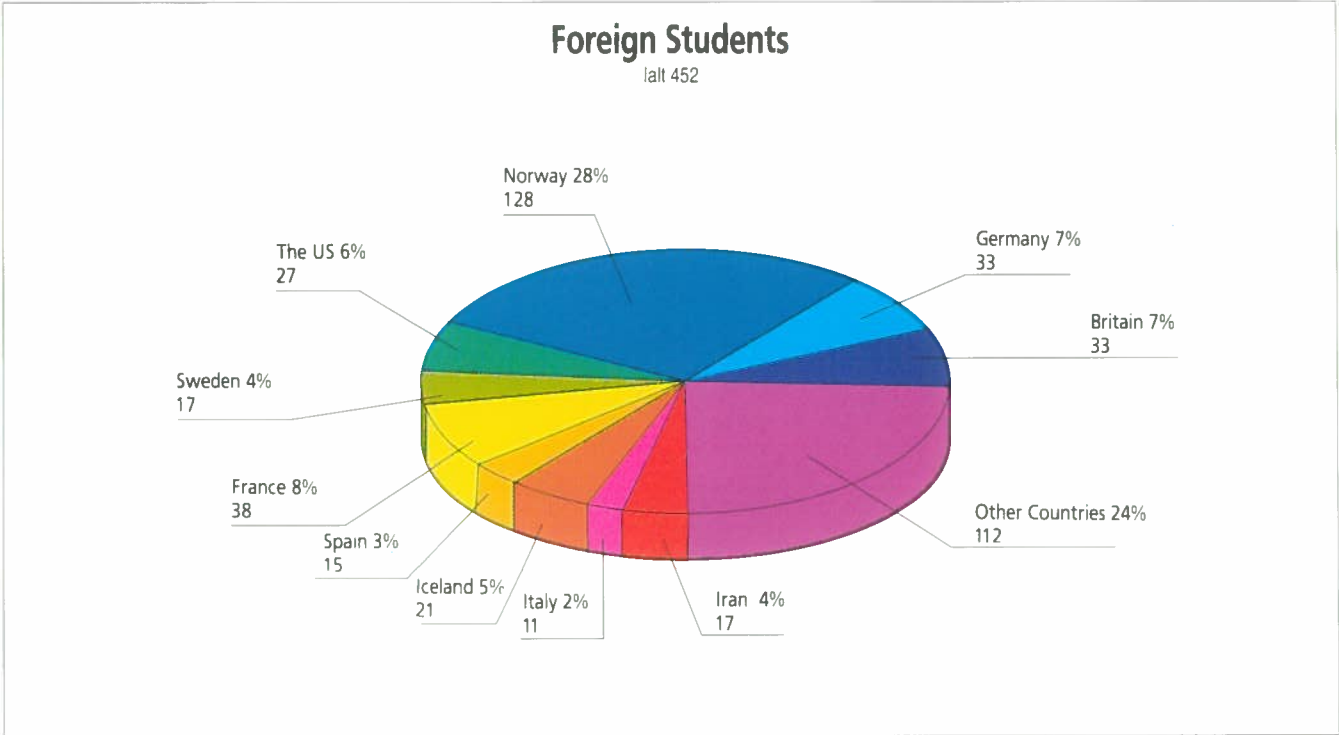


Language Programs  
1423



\* B.Sc. in Business Administration and Computer Science - B.Sc. in Business Administration and Commercial Law - B.Sc. in Business Administration and Management Science - B.Sc. in Business Administration and Modern Languages

\*\* M.Sc. in Business Economics and Auditing - M.Sc. in Business Economics and Computer Science - M.Sc. in Business Economics and Commercial Law - M.Sc. in Business Economics and Management Science - M.Sc. in Business Economics and Modern Languages

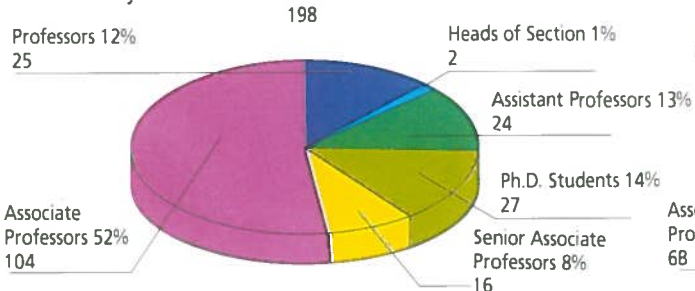


\* B.Sc. in Business Administration and Computer Science - B.Sc. in Business Administration and Commercial Law - B.Sc. in Business Administration and Management Science - B.Sc. in Business Administration and Modern Languages  
 \*\* M.Sc. in Business Economics and Auditing - M.Sc. in Business Economics and Computer Science - M.Sc. in Business Economics and Commercial Law - M.Sc. in Business Economics and Management Science - M.Sc. in Business Economics and Modern Languages

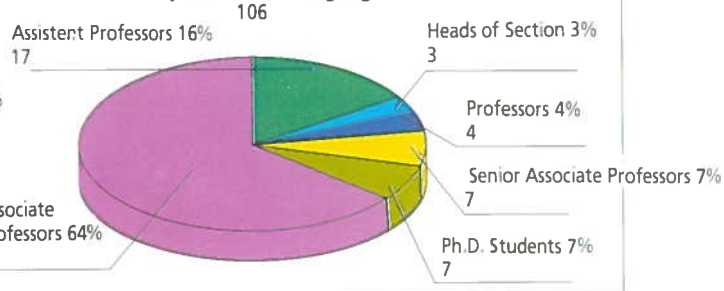


### Academic Staff

Faculty of Economics and Business Administration

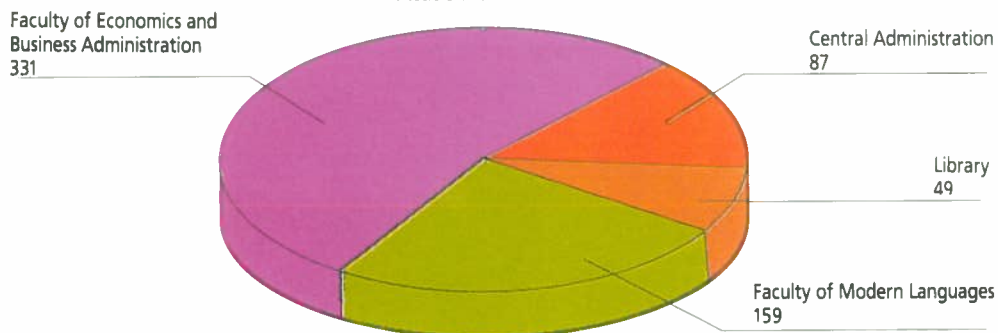


Faculty of Modern Languages

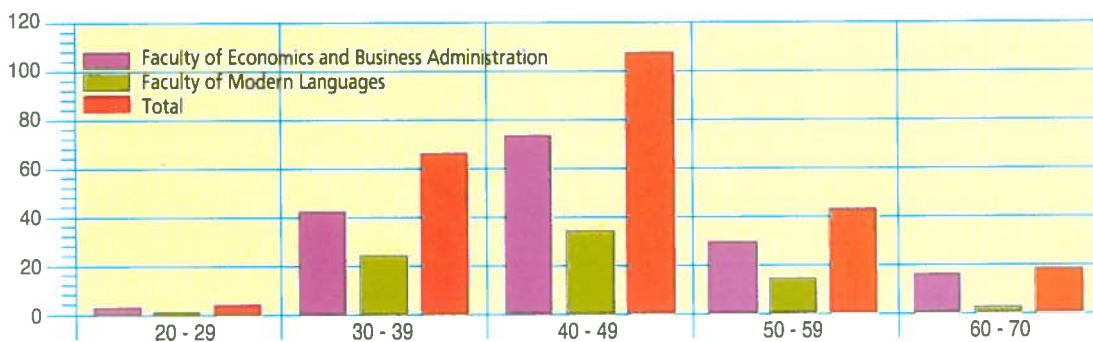


### Staff by Main Areas

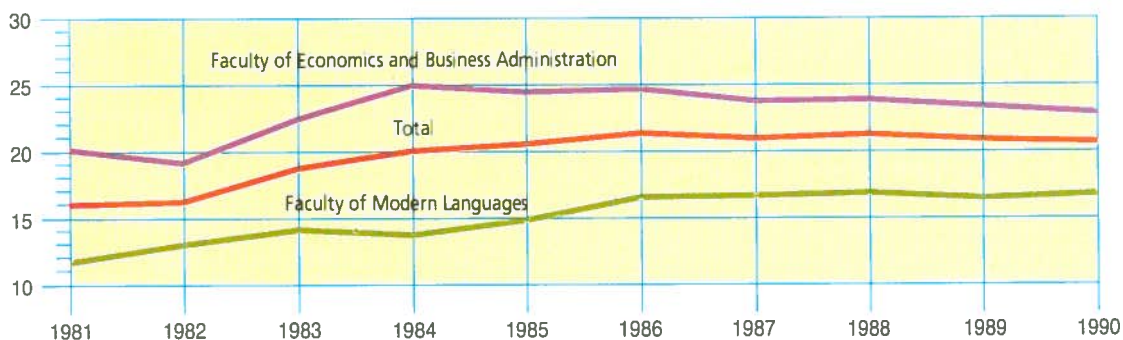
Total Staff: 626  
 Administrative Staff: 322  
 Academic Staff: 304



### Academic Staff by Age and Faculty



### Teacher/Student Ratio



**PRESIDENT'S  
SECRETARIAT**

**President**  
Finn Junge-Jensen  
**Vice-President**  
Lise-Lotte Hjulmand  
**Vice-President for  
Administration**  
Jakob Voltelen

Struenseegade 7-9  
DK-2200 Copenhagen N  
Tel.: +45 38 15 38 15  
Telefax: +45 38 15 20 15

**INFORMATION-  
DEPARTMENT  
PR-Officer**

Finn Kjerulff Hansen  
Struenseegade 7-9  
DK-2200 Copenhagen N  
Tel.: +45 38 15 38 15  
Telefax: +45 38 15 20 15

**FACULTY OF ECONOMICS  
AND BUSINESS  
ADMINISTRATION**

**Dean Hans Engstrøm**  
Nansensgade 19  
DK-1366 Copenhagen K  
Tel.: +45 38 15 38 15  
Telefax: +45 38 15 26 75

**FACULTY OF  
MODERN LANGUAGE**

**Dean Finn Sørensen**  
Dalgas Have 15  
DK-2000 Frederiksberg  
Tel.: +45 38 15 38 15  
Telefax: +45 38 15 30 00

**THE LIBRARY**

**Head Librarian**  
Michael Cotta-Schønberg  
Rosenørns Allé 31  
DK-1970 Frederiksberg C  
Tel.: +45 38 15 36 66  
Telefax: +45 38 15 36 63

**STUDENT INFORMATION  
MODERN LANGUAGES**

Dalgas Have 15  
DK-2000 Frederiksberg  
Tel.: +45 38 15 33 16  
Telefax: +45 38 15 38 25

**STUDENT INFORMATION  
ECONOMICS AND  
BUSINESS ADMINISTRATION**

Nansensgade 19, st.  
DK-1366 Copenhagen K  
Tel.: +45 38 15 38 15  
Telefax: +45 38 15 26 75

**INSTITUTES AND CENTRES  
AT THE FACULTY OF  
ECONOMICS AND  
BUSINESS ADMINISTRATION**

**Marketing Institute**  
Struenseegade 7-9  
DK-2200 Copenhagen K  
Tel.: +45 38 15 21 00  
Telefax:  
+45 38 15 21 01 / 21 02

**Institute of Computer  
and Systems Sciences**  
Rosenørns Allé 31  
DK-1970 Frederiksberg C  
Tel.: +45 38 15 37 77  
Telefax: +45 38 15 37 73

**Institute of Industrial  
Research and Social  
Development**  
Nansensgade 19, 6.  
DK-1366 Copenhagen K  
Tel.: +45 38 15 25 35  
Telefax: +45 38 15 25 40

**Center for Innovation  
and Entrepreneurship**  
Nansensgade 19  
DK-1366 København K  
Tel.: +45 38 15 26 62  
Telefax: +45 38 15 26 58

**Law Department**  
Nansensgade 19, 2. og 3.  
DK-1366 Copenhagen K  
Tel.: +45 38 15 26 26  
Telefax: +45 38 15 26 10

**The Management  
Research Institute**  
Rosenørns Allé 31  
DK-1970 Frederiksberg C  
Tel.: +45 38 15 36 30  
Telefax: +45 38 15 36 35

**Institute of Finance**  
Rosenørns Allé 31  
DK-1970 Frederiksberg C  
Tel.: +45 38 15 36 15  
Telefax: +45 38 15 36 00

**Institute of Informatics  
and Management  
Accounting**  
Howitzvej 60  
DK-2000 Frederiksberg  
Tel.: +45 38 15 24 00  
Telefax: +45 38 15 24 01

**Institute of International  
Economics and  
Management**

Nansensgade 19, 7.  
DK-1366 Copenhagen K  
Tel.: +45 38 15 25 15  
Telefax: +45 38 15 25 00

**Institute of  
Economics**  
Nansensgade 19, 5.  
DK-1366 Copenhagen K  
Tel.: +45 38 15 25 75  
Telefax: +45 38 15 25 76

**Institute of  
Organization and  
Industrial Sociology**  
Blaagaardsgade 23 B, 4.  
DK-2200 Copenhagen N  
Tel.: +45 38 15 28 15  
Telefax: +45 38 15 28 28

**Institute of  
Financial and Management  
Accounting**  
Howitzvej 60  
DK-2000 Frederiksberg  
Tel.: +45 38 15 23 20  
Telefax: +45 38 15 23 21

**Institute of  
Theoretical Statistics**  
Julius Thomsens Plads 10  
DK-1925 Frederiksberg C  
Tel.: +45 38 15 35 15  
Telefax: +45 38 15 35 00

**Institute of Transport,  
Tourism and Regional  
Economics**  
Blaagaardsgade 23 B, 3.  
DK-2200 Copenhagen N  
Tel.: +45 38 15 28 75  
Telefax: +45 38 15 28 65

**Center for  
Public Organization  
and Management**  
Struenseegade 7-9  
DK-2200 Copenhagen N  
Tel.: +45 38 15 21 81  
Telefax: +45 38 15 20 15

**DEPARTMENTS AND  
CENTERS AT  
THE FACULTY OF  
MODERN LANGUAGES**

**Address:**  
Dalgas Have 15  
DK-2000 Frederiksberg  
Tel.: +45 38 15 38 15  
Telefax: +45 38 15 30 00

The Faculty includes  
the following departments  
and centers:

Department of  
Computational Linguistics

Department of English

Department of French

Department of Spanish

Department of German

Center for  
Conference Interpretation

The LSP-Center

Center for International  
Business Administration  
and Modern Language  
(SPRØK)

Center for Sign  
Language Interpretation

Center for Terminology